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**EVALUATION REPORTS ON  
PROJECTS SELECTED BY  
THE IPDC BUREAU**

**INTERGOVERNMENTAL COUNCIL OF THE IPDC**  
**Twenty-seventh session**



**UNESCO HEADQUARTERS, PARIS**

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# **KENYA**

**A - DESCRIPTIVE SUMMARY**

**PROJECT TITLE:**  
Development of Mugambo Jwetu Community Multimedia Centre

**PROJECT NUMBER:**  
PDC/51 KEN/01 (354 KEN 5061)

**CATEGORY:** Community media

**AGENCY:** UNESCO

**BENEFICIARY:** Tigania West, Meru community, Kenya

**MAIN IMPLEMENTING AGENCY:** Mugambo Jwetu CBO

**PROJECT OBJECTIVES:**

**Overall or development objectives:**

To accelerate community development through the use of ICTs by establishing a locally-run, owned and managed Community Multi-Media Centre.

**Operational or project objectives:**

- To improve information flow ;

- To provide a channel for dialogue between the community and local authorities ;
- To facilitate ICT training and provide skills especially for women and youth in this rural area of Eastern Kenya ;
- To ensure access to ICTs for members of this rural community ;
- To engage the community in its own development initiatives through the use of community radio and ICTs.
- 

**Results/outputs planned:**

Establishment of a locally-run, owned and managed community Multimedia Centre, in particular a radio station and a telecentre;

- Procurement and installation of ICT equipment (10 PC's with wireless Internet modems) ;
- Procurement and installation on-air radio broadcasting equipment and a transmission mast ;
- Production and broadcast of relevant radio programmes daily;
- Establishment of an operational website and online database;
- Training of staff members/volunteers in radio broadcasting and basic ICT skills.

**Target groups (beneficiaries):**

Tigania West community, but in particular :

- Youths
- Women
- Small and medium-sized entrepreneurs
- Educators and educational institutions
- Civil society

**IPDC ASSISTANCE: USD \$30,000**

**The approved amount was used for:**

- Procurement and installation of radio station equipment
- Procurement of ICT equipment for the telecentre;
- Wireless internet connection
- Training

**CONTRIBUTIONS FROM OTHER SOURCES**

*Agency contributions:* Embassy of Finland in Kenya: €42,000

**Other**

- The Community (through the Constituency Development Fund) provided the building to house the CMC and installed all necessary fittings for electricity. (About US\$ 7,000)

**Time schedule/project duration**

- Initial project period : March 2007 - December 2008
- Actual implementation period : April - December 2008

**B - ASSESSMENT**

**8. ASSESSMENT OF OBJECTIVES AND PLANNING**

*Long-term objectives* : The long-term objective of the project was appropriate and it addressed the needs at the time the project was conceptualised. The poor in rural communities, particularly women and the youth, continued to lack access information and the new opportunities offered by ICTs. Establishing a community multimedia centre was an essential step in fostering people's participation in socioeconomic development. The Kenyan Government has liberalised broadcasting which has led to the rapid mushrooming of vernacular FM stations. These privately owned FM Stations broadcast to

ethnic groups that speak specific local languages.

*Short-term objectives* : The immediate objectives of the project were consistent with the long-term development objective. They aimed to build the local community's capacity for participation in development through the established of a locally owned community multimedia centre fully equipped with ICT and radio broadcasting equipment and served by trained volunteers.

## **9. ASSESSMENT OF IMPLEMENTATION**

*Activities*: Although funding by the IPDC was approved in 2007, implementation of the project began in April 2008 and it was to last one year. Soon after the approval, the Embassy of Finland in Kenya expressed interest in co-funding the project.

The Finnish assistance necessitated long negotiations with UNESCO and the community and was formalized by a contract between the Embassy and the Mugambo Jwetu Community. All this led to a one year delay in starting the project implementation. This long delay in signing the contract between the Finnish Embassy and the Community was caused by long preparatory activities for streamlining the modus operandi of the CMC, according to the project manager. He added that funds from the Finnish Embassy were not released until after the December 2007 elections. The building that was to house the CMC was not yet completed by the time the project was to start. Both these delays were partly explained by the post-election violence which characterized Kenya for most of the first quarter of 2008.

A series of consultative meetings that brought together the steering committee, UNESCO, the area Member of Parliament and representatives of the Finnish Embassy, were conducted. These meetings were very critical in providing direction especially on the co-funding arrangements between UNESCO/IPDC and the Finish Embassy and role leading role UNESCO was to play in the project execution.

In June 2008, three CMC staff received practical training in community radio production processes through a two-week hands-on training at the Mangelete CMC in Voi, Kenya. In August 2008, two volunteers and a staff member from this CMC were trained for a week in a regional UNESCO training workshop on producing HIV/AIDS radio programmes. In September 2008 the CMC Manager took part in a national workshop on developing a national community radio network, jointly organized by with by both UNESCO and BBC World Service Trust.

The telecentre facility was opened to the community in November 2008 after the procurement and installation of ICT equipment (10 computers, photocopier, printers, and Internet wireless modems).

The telecentre has since then offered several computer training classes at subsidised rates. Other services such as photocopying, typesetting, printing, scanning and Internet services are offered on demand and are growing in popularity.

The on-air radio equipment was subsequently installed and the radio went on air in December 2008. The production studio was not installed until September 2009 because of delays in the disbursement of funds from the Finnish Embassy and the long delays in the procurement of equipment.

The CMC official launch was initially expected to take place during the first quarter of 2009, but has now been rescheduled to May 2010.

Most of the delays in the implementation of the project were beyond the control of the implementers.

*Project management*: The project has been managed fairly well by the Mugambo Jwetu CBO. A

steering committee from the community that includes a chairman, treasurer and secretary supervises the project manager who is responsible for daily-to-day CMC operations. One of the key roles of the steering committee is to mobilize community and local leadership support from the area.

The steering committee maintains project bank accounts and issues periodic financial reports. The project manager issued regular operational reports to UNESCO and Finnish Embassy during the implementation period including the the final report that was issued in February 2009.

*UNESCO services:* The UNESCO Regional Communication Office in Nairobi prepared the co-funding arrangements between UNESCO and the Finnish Embassy ; defined roles and contributions (which were consistant with the project document) for each partner ; provided technical specifications for radi and ICT equipment ; assessed potential equipment suppliers and obtained proforma invoices for all CMC equipment ; provided technical advice on the installation of CMC equipment ; provided training to CMC staff and volunteers ; monitored the project implementation through through field visits and email exchanges/phone calls with CMC staff.

*Collaboration :* The project involved both UNESCO and the Finnish Embassy in Kenya as the major funders. The project also benefited from the Government of Kenya funding through the Constituency Development Funding (CDF) . The current housing of the the CMC is offered by the District Headquarters but through funding from CDF a plot has been set aside and plans to establish a permanet building for the CMC are underway.

*Project monitoring:* The project was closely monitored by the UNESCO Regional Communication Office in Nairobi and the Finish embassy through field visits and regular consultations.

## **10. EFFECTIVENESS AND IMPACT**

### Results:



A functioning Community Multimedia Centre with a radio station and a telecentre has been set up; The station continues to produce and broadcast radio programmes with content of relevance to community;

A CMC website is now in place;

CMC staff and volunteers have been trained in radio production and ICT skills;

80 members of the community, mostly youths and women, have received basic skills training in computers and ICTs.

Cost-effectiveness: Given the activities undertaken and results achieved from the IPDC contribution, the project was highly cost effective. The value of the project is evident from the high numbers of users, between 20-30 users per day come to the centre for ICT, photocopying, self-training and/or to participate in radio programmes. During the days of the evaluation it was also confirmed by the CMC Manager, the majority of users (more than 50%) are young men and about 20% are young women. The visiting youth was reported to be unemployed and were employed in odd jobs in the local farms, market or small trading outlets.

Development impact: Mugambo Jwetu CMC has improved the flow of information in the community as beneficiaries attested in interviews with the community users. Although the community receives news and information from other sources, including private FM radio stations, the fact that the CMC's programming is mostly in the local languages and that news emphasises local events has reinforced its proximity and relevance to the community. By the time the project was conceptualised, there were hardly any FM stations in Meru. However there was a proliferation of FM stations in the area by the time that project took off, its unique focus on local events and issues in news programming has contributed to some level of media pluralism and diversity that democracy demands.

The radio station has become an avenue of public participation and mobilisation. Members of the public call-in and express themselves on issues relevant to the community. They also participate in public debate on local and national issues. At the same time, political leaders use the station to communicate to the public, including answering questions from the electorate. This has arguably contributed to fostering more transparency and accountability in governance.

Community workers have also used the station to create awareness and mobilise the public on issues such as public health, hygiene, and environmental protection.

Through improving access to information, the CMC has contributed to community access and empowerment. It has also raised awareness and mobilised action on local development through programmes such as 'Kazi ni Kazi' (Work is Work), 'Women and Development' and 'Human Rights'.

ICT skills gained from the telecentre have helped young people and women in the community to improve their information literacy and a few were reported to have found employment in ICT related jobs in the nearby Meru Town.

The CMC has also hosted visiting primary schools from the area to showcase the radio station and the telecentre to pupils.

Sustainability : Through various initiatives leading to mobilization of funds, the project is likely to outlive donor funding as these initiatives are being accelerated. In the first 5 months of opening its doors, the CMC's average monthly income was KSh21,594 (about USD\$345). In the same period monthly personnel costs (which were covered by donor funding) were nearly twice the income. However, the Steering Committee has increased efforts to sensitize the community, especially organized groups in the community such as women, farmers, small traders, schools, medical institutions, among others to commit to sustaining the CMC.

Although it was envisaged that low-cost Internet access for the public would generate some revenue for the CMC, this service has not lived to this promise. Part of the challenge is that the people who would have been using the Internet did not have computer skills in the first place. Computer training has therefore remained the core activity of the telecentre. But even then, the money it brings in (on average about USD\$150 per month) is not enough to sustain the activities of the telecentre.

The radio station generates some limited income through advertising and personal announcements (on average about USD200 per month). The CMC management acknowledges that the low revenue

generation is due to that fact that theirs is a community radio that is not geared towards profit making which is operating in an increasingly competitive radio industry. Furthermore the CMC staff cited the low transmission power of the radio signal as a possible hindrance to them achieving self-sustainability quickly. The CMC Manager stated that competing commercial vernacular FM stations had transmission power of 300 W and more, hence reached a wider audience.



Although not enough mobilization has been carried out to give the community full sustainability as yet, the efforts in place to mobilize support from the beneficiaries are gradually bearing fruit. For instance the local district authorities and some NGOs operating in the area have expressed willingness to contribute towards the sustainability of the CMC. It is not clear if these ad-hoc pledges from individual sources can be considered to constitute a clear strategy for the transition from donor funding.

## **11. RECOMMENDATIONS**

### *Project management:*

The project management should engage in more aggressive resource mobilization for the CMC to reach full self-sustaining levels. These could include formal arrangements/ agreements with local institutions, such as schools, district offices, businesses and civil society organizations.

The project management should engage in more aggressive search for volunteer talent.

### *Recipient institution :*

In order to improve the professionalism in news and public affairs programming, there is need for more trained reporters, producers and presenters.

More public interest/public affairs programming, including news and current affairs focusing on both local and national events and issues should be increased, with emphasis on programs that enhance direct participation of the community's youth, such as call-in debates and competitions for social behavioral change, for examples those related to public health campaigns

More aggressive coverage of popular community events, such as campaigns, trade promotions, sports is required. This would improve community ownership and participation.

The CMC website should carry more information relevant to the community. By the time of the evaluation, most of the information was generally about the project.

The CMC should budget for and conduct systematic audience research to get a better sense of the



effectiveness and relevance of the telecentre's services and the radio station's programming.

*Member State :*

The Government of Kenya should continue supporting the CMC project, especially through the CDF allocation for the area. Additionally, the Government could work with the CMC on the numerous awareness campaigns run by projects in sectors such as agriculture, health, education, and environment. The government of Kenya plans to introduce a telecentre in every constituency. Given Tigania West constituency already has a telecentre, the government should extend support to the CMC for it to be able to increase its online services to the community.

*IPDC :* The IPDC should consider supporting Mugambo Jwetu CMC for another year for it to be a real CMC show case in the region and in order to allow a smoother transition to self-sustaining status.

*UNESCO:*

UNESCO should continue supporting the Mugambo Jwetu CMC both through technical assistance, training, and funding.

## **12. LESSONS LEARNT**

Lessons learnt with regard to:

*Type of project:* With the advances in technology in the last two decades, it has become easy to establish community radio stations and telecentres. As a result, many beneficiary organizations often focus on fundraising for start-up support and equipment procurement. Although these projects are conceptualized to be locally-run, owned and managed by the community, in reality not enough attention is paid to community participation and ownership. As a result, the beneficiary community views the project as a free service that does not require their contribution for sustenance. Future support to community multimedia centres should be based on demonstrated evidence of community participation and ownership of the projects. Throughout the implementation of the projects funding agencies must constantly hold project implementers and beneficiary institutions accountable to the principles of community participation and inclusion.

*Way of co-operation:* While funding agencies should not be seen to be the drivers of the direction of community multimedia centres, they should recognize the limited capacity of many implementing agencies and play a more active role in planning and monitoring these projects. For the Mugambo Jwetu CMC project, the UNESCO Regional Communication Office in Nairobi appears to have played an active role in the planning and monitoring of the project.

*Inputs:* It would be unrealistic to expect volunteers to work on community projects without any form of compensation. Although project implementers are eager to show potential funders that the volunteer personnel will be available, the realities are often different. Meaningful allowances for volunteers must be catered for in the budget.

*Instruments used:* Desk research and review of project documents, Physical observations/ assessment, interviews with the project funders, CMC staff and community beneficiaries and questionnaires.

### **Mission itinerary**

Work schedule

Activity	Location	Date
Inception meeting	Nairobi	17/2/10
Document review and Desk Research	Kampala	8-15/2/10

Develop research tools	Kampala	15-17/2/10
Field Research [Meru] <ul style="list-style-type: none"> <li>• Interview with Reuben Mukindia, Project Manager, Mugambo Jwetu CMC</li> <li>• Interviews with staff of Mugambo Jwetu CMC</li> <li>• Interviews Civil society, Meru</li> <li>• Interviews with academics, Meru</li> <li>• Interviews with local leaders</li> <li>• Interviews with area MP</li> <li>• Interviews with members of public</li> </ul>	Meru, Kenya	18-22/2/10
Report writing	Kampala	1-5/3/10
Presentation of draft	Nairobi	5/3/10
Revision and submission of final draft	Kampala	9-11/3/10

*Methods:* Data collection methods included document reviews, informant interviews with project implementers, beneficiaries, civil society and local leaders in the community as well as content analysis of programme formats and the CMC Website.

*Sources:*

- “Mugambo Jwetu Community Multimedia Centre Final report to UNESCO, February 2009.”
- “UNESCO report on Information on IPDC Projects to be Evaluated in Kenya.”
- “Mugambo Jwetu Programme Document/proposal presented to IPDC.”
- Chichiexim, “Technical Report of Evaluation of technical capacity of Mugambo FM,” August 2009.
- Income and Expenditure reports of Mugambo Jwetu CMC, December 2008-January 2010.
- Mugambo FM Programme Schedules
- New Project Proposal for Tigania West Constituency Multimedia Centre.

*List of Interviewees*

Name	Function	Organisation
1. Hezekiel Dlamini and Lydia Gachungi	Regional Communications Office, Nairobi	UNESCO
1. Reuben Mukindia	Project Manager	Mugambo Jwetu, CMC
2. Daniel Ibrahim	Project Chairman	Mugambo Jwetu, CMC
3. Faith Kiambi	Project Treasurer	Mugambo Jwetu, CMC
4. Max Kinyua	Project Secretary	Mugambo Jwetu, CMC
5. Kilemi Mwiria	Member of Parliament	Tigania West, Kenya National Assembly
6. Martin Muringi	Clinical officer	Miathene Sub-district Hospital
7. Jacob Gichunge	Trader	Self-employed, Kianjai
8. Naaman Kinyua Gitau	Contractor	Self-employed, Kirindine
9. Ken Mwiti	Pastor	MCK, Kawangware
10. Mercy Kendi	Trader	Self-employed, Uring’u
11. Thiine Mwiragua	Barman	Kianjai
12. James Mugendi	Pastor	MCK, Kirindine

13. Joseph Mutuma	Vice chairman	Nyambene Sub-County
14. John Mwangi	Youth Activist	Ngundune
15. Simon Kobia	Reporter	Royal Media, Meru
16. Pamela Mukami	Waitress	Mariangu Hotel, Kianjai
17. Timothy Thurania	Trader	Self-employed, Thau
18. Wallace Mugambi	Taxi driver	Self-employed, Kianjai
19. George Kimani	Shopkeeper	Kianjai
20. Joshua Kainga	Salesman	National Oil, Kianjai
21. Julius Munyi	Taxi Driver	Muthara

## EVALUATION REPORT PREPARED BY:

<b>NAME</b>	<b>Peter Geoffrey Mwesige</b>
<b>Nationality</b>	<b>Ugandan</b>
	<ul style="list-style-type: none"><li>• Taught journalism at Ugandan and American universities; Headed the Mass Communication Department at Makerere University.</li><li>• Executive Editor, political columnist, political editor, parliamentary editor, news editor, and reporter for Uganda's major newspapers, sub-editor for Egypt's leading English weekly, and Group Training Editor of East Africa's biggest media group.</li><li>• Research associate for the 2002 "American journalist" national survey.</li><li>• Consulted on journalism, communication, media and politics for the UNDP, USAID, World Bank, the International Development Group (SUNY, New York), NORAD, DANIDA, European Parliamentarians for Africa, Uganda Communications Commission, PANOS, Nation Media Group, and Uganda Media Development Foundation.</li></ul>

## KENYA

### A - DESCRIPTIVE SUMMARY

**PROJECT TITLE:**  
Community Empowerment Through Community Radio

**PROJECT NUMBER:**  
PDC/52 KEN/01 (354 KEN 5071)

**CATEGORY:** Community Radio

**AGENCY:** UNESCO

**BENEFICIARY:** Taita Taveta Community

**MAIN IMPLEMENTING AGENCY:** Dominion Central Communications

**PROJECT OBJECTIVES:**

#### **Overall or development objectives:**

- To strengthen the democratic participation of audiences in Taita Taveta district in a language best understood by the local communities.
- 

#### **Operational or project objectives:**

- To provide a channel for dialogue between the community and their leaders;
- To develop dialogue amongst people on political issues and social status in the building of greater democracy that is important for participatory development.

## **Results/outputs planned:**

Purchase and installation of transmission equipment, including mast and dipole antennae;

- Training of staff and volunteers in broadcasting techniques;
- Production and broadcasting of radio programmes with content of relevance to communities concerned, particularly in the areas of education, food security, health, participation in social and cultural processes, and enterprise.

## **Target groups (beneficiaries)**

Community-based groups in Taita Taveta district;

- Poor and disadvantaged groups;
- Women;
- Youth;
- Local leaders.

## **IPDC ASSISTANCE: IPDC: USD \$20,000**

### **The approved amount was used for:**

- Procurement of radio station equipment;
- Installation of radio mast and connection of dipole antennae;
- Training of project staff and volunteers;
- 

## **CONTRIBUTIONS FROM OTHER SOURCES**

### *Agency contributions*

Renovated community radio building, running costs of the radio

### *Other*

BBC- receiver and dish to allow Radio Mwanedu to relay BBC news.

Safaricom( Mobile provider) Smsing facilities

- Beneficiary/Project implementer

*Time schedule/project duration*

- September 2008 – May 2009

## **B - ASSESSMENT**

### **8. ASSESSMENT OF OBJECTIVES AND PLANNING**

*Long-term objectives* : The long-term objective of the project—“to strengthen the democratic participation of audiences in Taita Taveta district in a language best understood by local communities” was appropriate and the notion of participation facilitated and fostered by community radio was important. Although not well articulated in the proposal background, lack of access to information relevant to the needs of rural communities remained a major problem at the time the project was conceptualised. Despite the fact that Voi had by that time already benefitted from the FM radio boom in Kenya, most of the new stations did not carry much relevant local programming and did not offer marginalised communities any sense of ownership or even provide them with voice. The idea to establish the community radio in Voi therefore came to fill this gap.

*Short-term objectives* : The first objective of providing a channel for dialogue between the community and leaders was appropriate and consistent with the development objective. Provision of relevant information and giving voice to the community should probably have been part of the short-term objectives.

## 9. ASSESSMENT OF IMPLEMENTATION

*Activities:* Generally, the project implementation was on schedule.

The IPDC funded equipment as well as the training of staff and volunteers were carried out within the project period. By December 2008, Radio Mwanedu FM (96.1) was on air.

The station has sometimes been off air because of technical problems and lack of a backup system. For instance, in August 2009 Mwanedu FM was off air for more than a week. In an interview with this evaluator, Project Manager George Mwamodo blamed this on the fact the funding they had secured was could not cater for all the station's technical needs.

The studio was also refurbished and the necessary on-air equipment installed that facilitated smooth transmission.

A total of eight young journalists have been trained and most of them are serving as reporters and presenters at the station. In total one permanent staff member and 8 volunteers have received hands-on training.

Unfortunately, the station lost four of the volunteers who had already received training. According to the project manager, three of the presenters left because they could not be paid. He said it was very difficult to retain volunteers who had no income to pay their rent and provide for their families.

In October 2008, the station collaborated with Tsavo East Resort Paradise Hotel to organise a function that brought together the community and offered Mwanedu FM an opportunity to promote its programming.

One score the station boasts about is the realization of the target audience as anticipated. The station since inception has remained the darling of the people in the targeted areas.. The station was allocated 500W by the Government and is broadcasting from Voi Town, it currently covers Mwatate, Wundanyi, Mtito Andei, Malindi, Kilifi, Kwale, parts of mainland Mombasa, Lunga Lunga, Vanga, Kibwezi, Loitoktok and Kajiado.

*Project management:* Interviews with project staff and document reviews suggested that the management of the project was good. Proper record keeping however, appeared to be a problem as records were not all readily available.

Interviews with community members and potential beneficiaries suggested that the radio was currently suffering from an image problem. Some respondents said the fact "the man in charge" of Mwanedu FM had contested but lost in the 2007 parliamentary elections continued to haunt the station as some people concluded that he was using it to advance his political ambitions and not necessarily the interests of the community.

*UNESCO services:* The UNESCO Regional Communication Office in Nairobi closely supervised the project implementation through field visits and exchange of communication with the project manager. The UNESCO office also offered technical advice, ensured adherence to equipment specifications, evaluated equipment suppliers as well as organized training for the staff and volunteers.

*Collaboration:* In October 2008, Mwanedu FM organised a joint function with Tsavo East Resort Paradise Hotel, bringing together members of the community to hear from the station about its programming. The station has a partnership with the BBC, which offered a receiver and dish to allow Mwanedu to relay BBC news.

Mwanedu FM also has a partnership with Kenya's leading mobile phone service provider, Safaricom, under which listeners pay a premium charge for sending in SMS. The station keeps 24 percent of the cost of each SMS received. In other words, the more SMS received, the more money the station brings in.

*Project monitoring:* The project was closely monitored by the UNESCO Regional Communication Office in Nairobi. No independent mid-term evaluation was conducted, perhaps understandably given the short duration of the project and the expenses that would have been involved.

## **10. EFFECTIVENESS AND IMPACT**

### Results:

- The mast was purchased and installed;
- On-air radio equipment was purchased and installed;
- Mwanedu FM has been on air since the end of 2008;
- The station continues to produce and broadcast radio programmes with content of relevance to community;
- Nine members of staff and volunteers have received training in radio production and broadcasting techniques. However, the station has lost four volunteers because it could not pay them living allowances. According to project manager George Mwamodo, it was a mistake not to factor in some project personnel expenses in the budget submitted to the IPDC. This evaluator noted though that these expenses had been indicated as part of the contribution from the beneficiary.

*Cost-effectiveness:* The project was a good return on investment. The results that have been achieved from the IPDC contribution as listed above suggest this was a cost-effective project. The added support from BBC and services from the mobile provider Safaricom have enriched the project's effectiveness.

### Development impact:

Mwanedu FM has sensitised the community about issues of both local and national concern, according to anecdotal evidence gathered from interviews with members of the public.

The station has also improved the flow of information in the community as some beneficiaries attested in interviews with the evaluators.

Mwanedu FM has given voice to the local community, especially on certain issues of public concern such as land, health, and education. People tell their own stories that are rarely captured by the mainstream media. Listeners send in SMS and call-in to talk about local issues and problems and to engage their leaders. This has arguably contributed to the realisation of the long-term objective of strengthening democratic participation.

For the remote communities in Taita Taveta that had hitherto not listened to any programming in their local languages, the station has also contributed to community empowerment.

In the assessment of some respondents, Mwanedu FM, especially in the beginning also promoted local culture and language. The drawback from this, according to the project manager, was the feeling that by encouraging more indigenous language programming, the station was contributing to tribal animosity and not reconciliation and unity. As a result, Mwanedu FM reverted to more programming in Kiswahili, which is understood by a majority of the listeners.

Mwanedu FM has also contributed to media pluralism and diversity in an area dominated by commercial FM stations that pay more attention to entertainment and more national issues.

It is worth noting that the initial high impact of the radio could be compromised by the current community perception that the Radio Manager used it in the 2007 parliamentary elections.

*Sustainability:* Sustainability remains a major challenge for the station, according to project manager George Mwamodo. Because donor funding was not enough to meet the operational costs and because contributions from the community were not forthcoming, the station has had to commercialise some services. For instance, it has levied a charge on “greeting cards” it broadcasts and also started accepting advertising on products that are beneficial to the local community. This evaluator has not received sufficient financial information to evaluate the contribution of advertising to Mwanedu FM’s revenue.

However, the project manager is rightly concerned that “maintaining the identity of community radio will be difficult when we go looking for advertising revenue to sustain the station”. He added in an interview with this evaluator, “Once you become commercial, you get detached from the community.”

Moreover, competing for advertising revenue with the commercial radio stations which have strong sales teams and aggressive marketing campaigns won’t be easy. And for Mwanedu FM it appears this would be complicated further by the fact that a section of the community does not fully recognize the station a community radio due to the Manager political ambitions. Such an ‘identity crisis’ is unlikely to help the station in its search for revenue.

## **11. RECOMMENDATIONS**

### *Project management:*

The project management should improve the station’s image and engage in more aggressive fundraising as it is clear that Mwanedu FM has not yet reached full self-sustaining levels.

The project management should engage in more aggressive search for volunteer talent.

A better record keeping and accounting system must be maintained.

### *Recipient institution:*

Dominion Central Communications should come out clearly to define the identity of Mwanedu FM. Is it a community radio station or a community-based commercial station?

Dominion Central Communications should also position itself more clearly as a non-profit organization to address concerns of those who see it as a private entity that has partly supported the political ambitions of one of its founders.

Since the management of Mwanedu FM insist that it is a community radio station, more mobilization work needs to be undertaken to involve the community and give it a real sense of ownership.

Dominion Central Communications should draw up a clear strategy for the transition from donor-funding to full self sustenance.

*Member State:* The Government of Kenya should extend support to community media that pass the test (community participation and ownership)

In particular, the government can work with this community radio on awareness campaigns for projects in sectors such as agriculture, health, education, and environment.



IPDC: If Mwanedu FM passes the test of community radio, then IPDC should consider additional support the radio for another year in order to allow a smoother transition to full self-sustaining status. However, this support should be pegged to the availability of a clear transition strategy and demonstrated evidence of community ownership and participation in the management of the station.

UNESCO: Firstly, UNESCO should seek a written confirmation from Dominion Central Communications that it is a non-profit CBO and ask it to certify that Mwanedu FM is a community radio with direct community participation/ownership. Furthermore UNESCO must ask the local steering committee to explain the political involvement of the Radio Manager in the 2007 Parliamentary Elections and if necessary demand that a suitable replacement is found. If the above is fully addressed, then UNESCO may continue to support this radio through technical assistance, training, and funding. To minimize the recurrence of similar image crisis of community radios, UNESCO should strengthen the National Network of Community Radios in Kenya, to assess and monitor prospective community radio operators and discourage the management of community radios from engaging in activities, such as politics, that are not consistent with the ideals of community broadcasting.

## **12. LESSONS LEARNT**

Lessons learnt with regard to:

*the type of project*: This applies to both IPDC projects that this evaluator has assessed in Kenya. With the advances in technology in the last two decades, it has become easy to establish community radio stations. As a result, many beneficiary organizations often focus on fundraising for start-up support and equipment procurement. Although these projects are conceptualized to be locally-run, owned and managed by the community, in reality not enough attention is paid to community participation and ownership. As a result, the beneficiary community views the project as a free service that does not require their contribution for sustenance. However, when the radio acquires an identity crisis, as in the case of Mwanedu FM, some members of the beneficiary community view the project as a commercial enterprise that does not require their support.

Future support to community radio should be based on demonstrated evidence of community participation and ownership of the projects. Throughout the implementation of the projects funding agencies must constantly hold project implementers and beneficiary institutions accountable to the principles of community participation and inclusion.

*the way of co-operation*: While funding agencies should not be seen to be the drivers of the direction of community multimedia centres, they should recognize the limited capacity of many implementing agencies and play a more active role in planning and monitoring these projects. The UNESCO Regional Communication Office in Nairobi appears to have played an active role in the planning and monitoring of the Mwanedu FM project.

*the inputs*: It is unrealistic to expect volunteers to work on community projects without any form of compensation. Although project implementers are eager to show potential funders that volunteer personnel will be available, the realities are often different. Meaningful allowances for volunteers must be catered for in the budget.

*the instruments used*: Desk research and review of project documents, Physical observations/assessment, interviews with the project funders, CMC staff and community beneficiaries and questionnaires.

## Mission itinerary

### Work schedule

Activity	Location	Date
Inception meeting	Nairobi	17/2/10
Document review and Desk Research	Kampala	8-15/2/10
Develop research tools	Kampala	15-17/2/10
Field Research [Taita, Taveta] <ul style="list-style-type: none"> <li>• Interview with George Mwamodo, Project Manager, Community Empowerment through Radio</li> <li>• Interviews with staff of Community Radio Station</li> <li>• Interviews Civil society, Taita</li> <li>• Interviews with academics, Taita</li> <li>• Interviews with local leaders</li> <li>• Interviews with area MP</li> <li>• Interviews with members of public</li> </ul>	Taita, Kenya	23-28/2/10
Report writing	Kampala	1-5/3/10
Presentation of draft	Nairobi	5/3/10
Revision and submission of final draft	Kampala	9-11/3/10

*Methods:* Data collection methods included document reviews, informant interviews with project implementers, beneficiaries, civil society and local leaders in the community as well as content analysis of programme formats.

### *Sources:*

- “Dominion Central Communications Final report to UNESCO, June 2009.”
- “UNESCO report on Information on IPDC Projects to be Evaluated in Kenya.”
- “Dominion Central Communications Programme Document/proposal presented to IPDC.”
- Mwanedu FM Programme Schedules
- “Community empowerment and resource mobilization through Media,” New Project Proposal for Mwanedu FM presented to Amsha Africa Foundation.

### *List of Interviewees*

Name	Function	Organisation
1. Hezekiel Dlamini and Lydia Gachungi	Regional Communications Office, Nairobi	UNESCO
22. George Mwamodo	Project Manager/Managing Director	Dominion Central Communications/Mwanedu FM
23. Meshack Nyamai	Programme Supervisor	Mwanedu FM
24. Ronald Babu	Trader	Personal shop, Voi
25. John Maghaga	Trader	Personal shop, Voi
26. Rachel Mariwa	Public Officer	Voi Municipal Council
27. George Omondi	District Youth Rep.	Taita District, Wundanyi
28. Harrison Mwakulomba	Works Officer	County Council of Taita Taveta, Wundanyi
29. Njenga Miiri	District Commissioner	Taita District, Wundanyi
30. Christopher Mwambingu	Community Mobiliser	Taita Resource Centre,

		Mwatate
31. Elistone Mwanyiro	Carpenter	Self-employed, Mwatate
32. Evanson Mwangura	Photographer	Self-employed, Mwatate
33. Mercy Mwazo	Producer/Presenter	Transworld Radio, Voi
34. Granton Mwaliko	Headteacher	Mwamunga Primary School, Voi
35. Richard Babu	Coordinator/advocacy	Voi Youth Forum
36. Jane Moto	Kiosk Operator	Self-employed, Voi
37. Eliakim Mwakisha	Taxi operator	Self employed, Voi
38. Richard Mwangeka	Chairman	Taita Taveta Rights Forum
39. Willy Mkubwa	Community mobiliser	Taita Voice of Reason Development Trust

## EVALUATION REPORT PREPARED BY:

NAME	Peter Erichs Media and Communication Consultant
Nationality	Swedish
1992-2008	Sida HQ, Stockholm, Senior Programme Officer and Advisor in the fields of Media and Development Communication. Main areas: Policy and Management of global, regional and bi-lateral cooperation programmes/projects and Advisor to Swedish Embassies in developing countries, i. a. Tanzania, Uganda, Mozambique, East Africa regionally <sup>1</sup> , Sri Lanka

## TANZANIA

### FADECO COMMUNITY RADIO FOR KARAGWE DISTRICT

#### A. DESCRIPTIVE SUMMARY

**PROJECT NUMBER: PDC/49 URT/01**

**CATEGORY: COMMUNITY RADIO BROADCASTING**

**BENEFICIARIES: THE CITIZENS IN KARAGWE DISTRICT**

**MAIN IMPLEMENTING AGENCY: FADECO – FAMILY ALLIANCE FOR DEVELOPMENT AND COOPERATION**

**BUDGET: USD 14.000**

#### DEVELOPMENT OBJECTIVES

- To increase and widen the dissemination of development information to a larger audience in Karagwe;
- To contribute to the development of the Karagwe district by providing improved conditions of access to information and education;
- To support other local and national development actors by providing communication channels with their respective target groups at community level;
- To pilot test methodologies for linking community radio stations with telecentres to create a community multimedia centre in Karagwe and to achieve sustainability.

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<sup>1</sup> Including strategic support to the building up of three pilot community radio broadcasters in Kagadi/Kibaale (Uganda), Ntongoni (Kenya) and Orkonorei/Terrat, Tanzania

## IMMEDIATE OBJECTIVE

- To develop the existing information telecenters into a fully-fledged community multi-media centre offering easy access to and dissemination of information to the Karagwe community through internet facilities, community radio broadcasting and local content generation and dissemination.

## RESULTS/OUTPUTS PLANNED

- An operational radio station in Karagwe district;
- Staff and local personnel trained in broadcasting techniques;
- Methodologies to operate local radio station management;
- Design of local content and programming structures for the local radio;
- Demonstration of the synergies between telecentre and broadcasting activities, with regard to both programming and information dissemination and to the integration of the local communities;
- Local community development through the dissemination of information;
- Documented experiences available for discussion and dissemination, with a particular regard to the sustainability issues;
- Improved public services and transparency;
- Appropriate local contents in various formats: radio scripts, print and digit formats.

## TARGET GROUPS (Beneficiaries)

The intended direct beneficiaries of the project are the members of the rural farming communities in Karagwe district. The targeted beneficiaries include, but not exclusively, farmers, livestock keepers, development agents, government departments, schools, hospitals, NGOs and CBOs (community-based groups) from areas that have not benefited from national communication structures.

## IPDC ASSISTANCE

Assistance sought from IPDC: USD 14.000

Assistance approved by IPDC: USD 14.000

The approved amount was used for:

Equipment for Radio Production and Transmission

Radio Programme Production Equipment:

Radio in an box including

Alesis mixer, 10 in/2 out

CD Cassette Combo player

Lap Top with hard disk 80 GB, Audacity editing software

Recorder, Olympus

Cassette recorders, Sony, 4

Radio receiver/cassette player, Panasonic

Cassette player, double, TEAC

Radio Transmission Equipment:

Radio Transmitter, 100 W

Antenna, broadband, dipole

All equipment is in place and use, by the time of assessment, February, 15-16, 2010, except for:

- The 4 cassette recorders, currently used by local ward reporters, according to radio station staff.
- The transmitter, that broke down one month after delivery. It is still in the radio station, but out of order. Another transmitter has been purchased to replace the one not functioning.

## CONTRIBUTIONS FROM OTHER SOURCES

There are currently no other project- or programme-based contributions to the radio. Some ad hoc contributions are made by individuals having heard about Radio Fadeco and its current needs. A French expatriate contributed with funds for buying a new transmitter as the one delivered by the project had broken down. A visitor to Radio Fadeco gave away his computer, Farm Radio International's Dar es Salaam office as well as "Friends of FADECO" in UK have contributed with recorders.

The general manager and other staff are also, ad hoc, contributing from own funds.

Regular but minor incomes are generated from the selling of greeting cards and greetings coming in by SMS for further broadcasting.

Irregular incomes come from the selling of airtime for broadcasting pre-produced public interest information. In 2009 Johns Hopkins University bought the services of a number of daily broadcasts, during six months, of 4 different spots on malaria prevention, including contents on the importance of using impregnated bed nets and the special prevention needs of pregnant women.

Several locally active NGOs, like SODT(HIV/AIDS), CDIT (Community Development and Education), KADETFU (Environment and Sanitation) and KIDO (Islamic Development Organization, Vocational School and HIV/AIDS) are using the radio as an information outlet. In some cases they pay while in others they have no budget for it.

The District Council and its different public service departments are making use of the radio for public information adverts and for broadcasting information on meetings coming up, among others. Departments like agriculture, water, health, have made financial contributions, while many others have not been contributing to the radio.

Even the District Commissioner is acknowledging the importance of the radio. He himself is using the radio, recurrently, to talk to the general public in the district. But there is, so far no financial contribution from the District Commissioners office.

## B. ASSESSMENT<sup>2</sup>

### 1. OBJECTIVES

#### 1.1 Long Term Objectives

Fadeco Community Radio is doing well on the long term objective to increasing and widening information of development interest to the general public of farmers and others in Karagwe. As radio receivers are said to be common property in both towns and villages, radio broadcasting is an effective medium to use for information, communication and education. However Fadeco Radio has so far not been able to give priority to education. At the same time there is said to be a huge current need, and demand, for this by parents as the number of secondary schools has gone up from 7 to 45 during the last couple of years. Most of these schools are said to have none, or very few, well trained teachers. The radio has approached a large number of local and national development NGOs, CBOs and other organizations and institutions for inviting them to cooperate with the radio. A number of these have

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<sup>2</sup> Thanks to all participants in meetings and interviews for interesting information and good help provided. Special thanks also to Mr Joseph Sekiku and Mrs Devotha Martine for their kind support during my work in Karagwe and to UNESCO Dar es Salaam, especially Mr Yusuph Al-Amin.

responded, among NGOs and CBOs are now cooperating with Fadeco Radio. The radio has also approached the District administration. With a couple of exceptions, District departments seem to be prepared to work only on ad hoc basis and often without any financial contribution to the radio, according to staff.

## 1.2 Short Term Objectives

Focus is now set on developing the capacity of the community radio and its outstanding potential for offering the easiest, most economical and timely supply of and access to information to Karagwe citizens. The radio is, among others, generating relevant local content.

### **An internet access sign for the telecentre**



Also information available over the internet is regularly used by the radio staff in the programme production and subsequently broadcast “the last mile” to end-users in villages scattered all over the Karagwe district as well as parts of neighboring districts.

Most likely, this is the most productive way of using internet today when direct access, for a number of mostly technical and economic reasons isn't the case for the majority in the district. At a later stage as the radio has gained more sustainability it might be more relevant to give priority to the multi-media side by offering direct public access to internet at the center.

Security and other conditions introduced by TCRA (Tanzania Communications Regulatory Authority) for granting a full broadcasting license are currently also making it difficult for FADECO.

## 2. IMPLEMENTATION OF PLANNED ACTIVITIES

Fadeco Community Radio is situated in Kayanga, a small town and district centre of Karagwe. The radio station is functioning in a three storey building. The first floor hosts a radio studio for the programme broadcasting and another studio that can either be connected to the first one for programme broadcasting or used for pre-editing. The broadcasting studio can also be connected to a larger conference room on the ground floor where larger meetings, debates and discussions can take place. On the first floor there are also good space in two more rooms, one for the general administration and the other, larger room, for the editorial staff. On the second floor there is room for the transmitter (50Watts) as well as technical equipment for downloading satellite signals.

Close to the radio building you find the 100 feet high broadcasting tower with its four fixed antennae. The community radio station was installed and launched within the same premises as the telecentre. At the moment activities are focused on the radio broadcasting. There is currently no public access to a telecentre, neither to the former library.

Operating capacity for the radio has been developed and the radio is operating under local control. The financial possibilities are limited and have not permitted much training of staff, which, in turn, has put limits on the operating capacity.

The radio disseminates a variety of information, including market information on farming products, agricultural extension information as well as entertainment of various kinds and advertisements from institutions and organizations. The radio is also open for commercials. However, the demand from businesses and others has, so far, not been there.

The radio staff is promoting the creation of music, songs, poetry and oral literature. A variety of these

formats of cultural expression carrying local information and culture are broadcast. Drama has so far only been broadcast twice.

#### **A volunteer broadcasting local news**



“Questions and Answers” is one of the programme formats used by the radio to promote dialogue and participation of the general public in direct via mobile phone calls to the studio. Guests, being interviewed, are sometimes also open for calls to the studio with questions from listeners. To facilitate public participation the radio is now about to instruct some local reporters to make their mobile phones available to the public in their wards to make phone calls to radio programmes on air. The caller will pay a price and part of the amount will stay with the

local reporter, adding to his or her monthly remuneration.

Fadeco Community Radio acknowledges the great use of developing links with other local radio stations and networks. The radio has linkages with radio stations both in Uganda, KKCR in Kagadi/Kibaale and Rwanda, the women’s radio ISUBA. In Tanzania Fadeco Community Radio is one of the founding members of the Community Media Network of Tanzania (Comneta), the recently established network of community radio stations in the country. The radio has working contacts with the community radio initiative in Kyela district and with radio Sengerema. Visits have also been paid to, among others, the Masai Radio Orkonorei in Terrat and to the women’s radio, Radio Mangelete, in Nthongoni, Tsavo West, Kenya . Even a local radio in Kayanga, Radio Karagwe, has been approached to discuss cooperation, but so far without any further response.

The radio staff has built a broad network of contacts with, primarily local but also regional, national, and international peers and partners.

With the scarce resources available, Fadeco Community Radio is supplying the district community access to accurate and timely news and development information as well as communication opportunities.

Research on programme impact among listeners is, so far, more of an ad hoc activity, however considered important. Scarce financial resources stops the radio creating conditions for this useful research. But, within outreach activities taking place, listeners visits and calls to the radio and with on-going daily and weekly working contacts with 17 local reporters issues of programme impact and listeners opinions on programmes are coming up, now and again.

The radio’s broadcasting policy is to work for the local public interest and needs. This means, among others, that the radio is not promoting any vested interests. No political party and no religious faith congregation shall be promoted or favored more than any other in the broadcast output. However within a broad consensus on Peace and Development matters on brotherhood and sisterhood are promoted, especially in songs, poems and other cultural formats broadcast.

Fadeco Radio are accepting COMNETA’s 2009 Sengerema Principles for Community Broadcasting.

### **3. IMPLEMENTATION OF WORKPLAN**

No doubt, Fadeco Community Radio has contributed to facilitate the involvement of citizens in public life. One example is the broadcasting of the District Council’s regular Baraza-meetings. Another example is the advertising of meetings and other events organized by District council departments for farming, water, education, environment, social welfare, health etc.

All radio equipment, as listed above under “ IPDC ASSISTANCE”, has been installed. No furniture is installed. A mast was built and an antenna fixed to the mast. This antenna was later substituted by four new antennae.

#### **Fadeco radio premises**





“Very good value for money”, says the general manager of Fadeco Radio regarding the cost-effectiveness of the equipment delivered within the project. With the one exception of the transmitter that broke down within a month.

Only limited training has taken place within the project. Two editorial staff members were already trained prior to the project. One, the radio manager, had a one-year certificate-course in journalism from Royal Institute of Journalism in Dar es Salaam and the other, one of the presenters, had an equivalent course in Morogoro School of Journalism. The general manager has participated in shorter courses and events of media training. He is trained in agronomy at the University of Dar es Salaam. He has also a B.A. in Philosophy from the Sokoine University in Morogoro. Two staff persons from Fadeco participated in a training on investigative and analytical journalism supported by UNESCO and UNCG Tanzania, conducted at the School of Journalism and Mass Communication in Dar es Salaam in December 2008. Another two members of staff participated in a workshop on Organizational Management, organized by UNESCO and Commonwealth of Learning (COL) in May 2009. Overall the professional standard of journalism and broadcasting at the radio needs to be improved if FADECO wants to have sustainable program production, and technical broadcasting performance in the future.

Exchange of experience has taken place between Sengerema, Karagwe and Kyela community radios when it comes to technical maintenance. The general manager has a far reaching experience in this area and he himself has either supervised or carried out all installations at the radio. Efforts have been made by the director of Fadeco Community Radio to train the radio staff but this training is not considered to be enough.

Fadeco Radio has implemented a system at the radio of preparing each and every member of staff, besides his or her main function, to also acquire one or more other skills needed for the day-to-day running of the radio. In this way, radio activities are better secured and maintained when ordinary staff persons fail, for one reason or other, says the general manager.

In spite of being on air since 2007, Fadeco Radio has still no full broadcasting licence.

The license application process started already in 2006 when a request for obtaining a community license for radio broadcasting was presented to the TCRA.

In 2007 a construction permit was given and in June, 2007 broadcasting started.

In February, 2008, TCRA demanded the radio to discontinue broadcasting. Fadeco Community Radio remained off air for four months, before going on air again.

Four inspections have been carried out by TCRA. The latest inspection resulted in a number of recommendations for minor and larger changes, all from changing the position of light indicators for the studios and the making of sound-proofing in studios to moving the transmission tower to a site quite a distance from town and in a location that has no electricity.

In conclusion, Fadeco Community Radio has been on air since mid 2007, obviously using the construction permit for allowing programme broadcasting. At the same time the process for obtaining a full broadcasting license goes on.

The current demands of TCRA are challenging to FADECO and other community radios in Tanzania, primarily due to the high costs involved to have them all implemented. Nevertheless, the general manager and the whole radio staff seem to be very decisive to fulfill all outstanding demands in order to gain their license.

As mentioned Fadeco Community Radio has established links with several other radio stations for exchange of experiences in order to make a more qualified broadcast and advocacy activities for Community Radios. Comneta where the radio is an active member, is a forum for this.

Fadeco Radio is down-loading programmes broadcast from other radio stations. Thus, radio stations

including TBC Taifa, BBC and Deutsche Welle, are all entering through regular daily “windows” in Radio Fadecos weekly programme schedule.

### **C band dish for downloading satellite signals**



This contributes to pluralism and variety in the media output in the district and widens the local public’s access to information from a variety of different media.

The United Nations Information Centre in Dar es Salaam has also provided some UN radio programmes in Kiswahili in the past

The Fadeco Radio project has mainly been managed by the general manager. The delivery of equipment has apparently been dealt with in a constructive way as all equipment is in place or, in the case of the transmitter and antenna, replaced. Unesco is praised by staff for its smooth handling of the project. At the same time the general manager is underlining the importance of strong local influence and agenda-setting in the project for securing its relevance and interests to the people in Karagwe.



Fadeco Community Radio has, all along the project been keen on inviting stakeholders and partners to participate and contribute to the output and progress of the radio. Quite a number have, during the project period, shown great interest in the radio and several institutions, NGOs and CBOs as well as business activities and individuals have actively cooperated. Some of them, but too few, have been able to pay for services delivered. Evidently these incomes and contributions have been important to keep the radio on air day after day.

The Commission for Science and Technology (COSTECH) has participated in the monitoring of the project’s technical development. TCRA has, in its own right, been monitoring the project regarding functionality of premises, technical installations and equipment for broadcasting and transmission , Additionally to this regular monitoring, ad-hoc monitoring of the quality of programme broadcast has been carried out by listeners in their feeding back opinions on broadcast output, paying visits to the radio or by mobile phones and by local ward reporters and journalist staff visiting villages. Many activities here mentioned have a good chance to contribute to the more specific objective of creating an enabling environment for the rural farming and business communities to participate in the development process .

### **4. EFFECTIVENESS AND IMPACT**

Fadeco Community Radio is now an operational local community radio in Karagwe district. It is broadcasting from its rented radio station premises, located in the middle of the small town of Kayanga, the district centre of Karagwe, Kagera region, in the northwest of Tanzania, close to the border of Rwanda.

The radio is broadcasting a variety of programmes from 0500 AM to 1200 PM, seven days a week, all according to a weekly programme schedule.

Some training of staff in broadcasting techniques has taken place, mostly on the job or in shorter training courses and events. There are more needs for training in a variety of competences.

Out of 25 elected members to the radio management board in 2007 only eight remain today. The board has four subcommittees for Agriculture, Private Sector, Health and Youth. Their mandate is to

support radio staff in their respective issues-areas of concern. A general manager and director of the radio is responsible for longer term management issues, an administration officer is taking care of day-to-day management and a treasurer takes care of longer term book-keeping and reporting of accounts. Editorial production of local programme and news contents and formats is developed daily. Thus programmes are produced according to needs and demands coming up and resources available. The telecentre experience earlier gained is deemed valuable even now when focus is set on developing the local radio. The general manager is a member of different telecentre set-ups. Thus experiences on telecenter activities can still be conveyed by him to other staff. There is, however no synergies between telecentre and broadcasting activities in the project at present. Current dissemination of information is aiming to contribute to local community development. Karagwe being a farming community, content on agriculture and related issues have a strong presence in the broadcasts.

### **Banana Grower Mr Isak Karunkano, Katoro Village exchanges Phone numbers with FADECO staff**



Capacity and competence for this coverage is strengthened by the fact that the general manager is trained at academic level in agronomy, by the radios network of 17 local reporters present in villages and wards as well as the cooperation with agriculture extension workers in the field and with staff at the District council's Department of agriculture. Content include both the growing of crops, live-stock breeding and market information on products of priority local interest, among others, market prices for bananas, the staple crop in Karagwe and widely grown also in neighboring districts. The banana prices from a number

of market places are regularly broadcasted, including from the market of Mtukula at the border to Uganda. This market, opened in September 2009, is now widely called The International Banana Market. Here banana growers and sellers from Kagera region, including Karagwe, meet buyers from Uganda, Kenya and from as far away as Sudan to make business. Mtukula market is said to be increasingly used for export of agricultural products from Kagera region. The market has solved a lot of problems for farmers in Karagwe and other parts of the Kagera region, bordering Uganda and Rwanda. Fadeco Radio has played a important role for establishing this market, according to the radio's general manager.

Each year the radio prepares a broadcasting campaign. The issue of the campaign is decided by farmers themselves. Last year the campaign was on soil and water management including the preparation and building of terraces. This year the campaign is about "Chicken Breeding". including, among others, how to construct houses, feed and treat the chickens to keep them healthy and strong. Campaigns are carried out in cooperation with agriculture extension workers in wards. According to the extension worker in Katwe village, Mr Teobaadi Modest 126 farmers had actively joined this year's campaign to improve chicken breeding in Katwe village. "Usually, he says, many farmers listen to the radio programmes on agriculture. Lately there has also been good information on composting and crop rotation. Mr Hilalion Karugaba, a ward livestock extension officer in Katwe and surrounding villages, says that "Fadeco Radio is very important to farmers here as the information through the radio is useful. Not only the information on markets and farming methods but also when it comes to news and announcement of meetings and greetings among relatives and friends." "But", he says, "it is to be wished, that the sound could come out a bit stronger".

Other development areas with significant representation in the programme output are Environment, , Education, Water and Sanitation, Social Welfare and Health. Some of these areas have recurrent weekly programmes, others are represented in news, campaigns, events and single programmes. Various District council Departments, NGOs and CBOs provide background information to programming.

The police has, at various occasions been given, free airtime to inform on security and traffic issues as well as Human Rights and lawlessness. The radio has also been cooperating with the police to strengthen security of albino citizens in the area, among others by facilitating the provision of mobile phones to albino leaders to increase security. In recent years there has been a spate of albino killings linked to witchcraft. The radio further assists in emergency cases, among others, in connection to wild-fires, floods and stray wild animals, like elephants eating crops or, as recently, when a lion was threatening people in a village close to Kayanga.

Fadeco Community Radio cooperates with several departments at the District Council to support their delivery of public services to the general public. This support is in line with the radio's policy to serve the interest of the general public. However the Council is making very small contributions to the radio, that, only marginally, compensate for the work and service done by the radio.

The District Commissioner (DC) is a strong supporter of the radio and acknowledges its current and potential contribution to the development of the district. He is also himself making use of the radio. Often, when visiting villages and wards in the district he brings a recorder from the radio along to record his speeches. The radio will, afterwards, broadcast the speeches for access to all citizens in Karagwe. The DC is very happy with this opportunity to speak to all people at the same time. The DC does also participate in direct broadcast "Questions and Answers" programmes from the studio.

The experience of making interviews with staff at the District Council is very limited. Many district staff do not want to be interviewed, according to radio staff. "They seem to shun publicity". However, at several occasions the radio has been able to broadcast the regular, general District Council meetings, the so called Baraza-meetings. Also meetings of the National Parliament, the Bunge (union parliament), in Dodoma, are broadcast by Fadeco Radio linked through Tanzania Broadcasting Corporation (TBC).

A variety of appropriate local content is distributed over the radio. Occasionally, when available, prints in the format of posters are also distributed by the project. Earlier Fadeco installed notice boards in wards and villages, so called Information Centres. These are still functioning but are now administered locally by villagers themselves.

#### 4.1 Other Significant Output of Interest

- The setting up of a network of 17 local ward reporters
- Confidence built among farmers, based on relevant and timely information, among others on farming.
- Contact built and cooperation, carried out with agricultural extension workers in villages and wards
- Contacts made and preparations initiated for a cooperation with Tanzania Coffee Board. on the co-production of a series of extension programmes for coffee growing farmers. (Karagwe is one of the largest coffee growing districts in Tanzania)
- Daily local weather forecast, on trial
- Daily sports programme

#### 5. DEVELOPMENT IMPACT

There is to my knowledge no scientific research on impact of the broadcasting from Fadeco Radio. However anecdotal evidence from interviews and meetings with farmers, extension workers and local reporters in villages as well with staff at Fadeco Radio indicate that people listen to Fadeco Radio, that people value and remember information broadcast by Fadeco Radio and that information broadcast by Fadeco Radio have contributed to people's actions and changes in areas of importance to their lives and livelihoods. Such pieces of anecdotal evidence have been pronounced on areas like the growing of crops, cattle-breeding, building of toilets, cleaning livelihoods, composting and contouring of fields.

Fadeco Radio has gathered experience and built capacity to contribute with information and

communication support to efforts and projects for change in several key development areas.

Regarding the campaign for reducing the incidence of malaria the radio broadcasted information in both 2008 and 2009, among others regarding the need for indoor spraying, the use of impregnated bed nets, especially for children under 5 years of age, and the special needs of pregnant women.

Generally, the radio, with its various newscasts of local, national and international news connects people in Karagwe to what is going on, not only internationally and in Tanzania, but also in other parts of Karagwe. As one farmer in Kituntu Village put it: "Before Fadeco Radio we were all living in darkness here."

Fadeco Radio has been instrumental for establishing The International Banana Market in Mtukula, which means that banana growers in Karagwe, and the whole of Kagera region, now have direct and relatively safe access to both domestic and international demand of bananas.

## 6. SUSTAINABILITY

It is well-known that developing local radio broadcasting catering for public interests and needs in the community is a complex undertaking. Competence and capacity in a number of areas have to be developed and combined in order to work and function together for common, immediate and long term development objectives. This is normally a process over several years where actors involved will face successes as well as short-comings on the way forward. And after having reached a certain quality in broadcasting delivered, it will be a never ending activity to keep it sustainable and, at best, increase this quality and its stability over time.

Radio Fadeco has no collection of documented experiences that focus on impact and sustainability issues, which can also be understood due to the limited resources. My assessment is that Fadeco should invest more in getting its impact documented. There is a considerable potential to build on what Fadeco has achieved so far within the Karagwe community.

The UNESCO-supported Radio Fadeco-project will need qualified and contextualized support in at least the following three basic areas to develop its sustainability:

1. The radio as an organized, integrated operation, including, among others, training programmes, maintenance of studios and other premises, technical equipment including installations, means of transport and their maintenance, steering and guiding policy documents, working relations to a variety of stakeholders as well as a broadcast output that contribute to confidence-, knowledge- and opinion-building among the local, general public.
2. The financial capability of the radio, including marketing and sales capability and diversification of income generation on short and long-term and balanced budgets for costs and incomes
3. The capability to building and sustaining multiple relationships between citizens in the community and the radio, including developing a variety of contacts for building capacity of information gathering for programme production and for communication with listeners and the local public at large.

Sustainability in these three basic areas of activities supporting each other will be a good way for creating a local, community radio that have good chances to contributing significantly to local development. Please see further below in Chapter 7 Recommendations.

## 7. RECOMMENDATIONS

### 7.1 Recommendations to the Project and Radio Management

#### 7.1.1 The Radio as an Organized, Integrated Operation

The project and radio management is recommended:

- To provide staff with Radio Fadeco documents including<sup>3</sup>:
  - General radio policy,
  - Editorial policy and Code of ethics, including Code of Conduct and Guidelines for broadcasting , among others regarding advertising, personal messages etc.
  - Professional guidelines for journalists.
  - Documentation on the decision-making processes in the management of the radio and in the editorial work.

It is also recommended:

- To have two contact persons in each ward, one man and one woman.
- To expand newsroom staff with at least one trained journalist, when resources permit.
- To elaborate a training plan to increase competence of staff including journalists and studio technicians. Training of journalists and presenters and local reporters in professional journalism and subject issues of priority to public interest.
- To also include training of radio producers and reporters in reporting on the district administration including coverage of public service delivery of District departments, information to support citizens capability of holding the District administration accountable and facilitate the dialogue between the District administration and the citizens and the promotion of a transparent and open district administration.
- To give priority to coaching staff on the job.
- To give priority to gender balance among participants and trainers.
- To plan for purchasing or otherwise get access to means of affordable transport. It is important that editorial staff including local reporters can travel within the district and wards.
- To continue with efforts to develop a network of local reporters including daily reporting routines, income generation of local reporters in combination with mobile phone service to villagers.
- To develop an organogram of Fadeco Radio.
- To reach an agreement with Unesco Tanzania how to return the broken transmitter as soon as possible to the supplier. The supplier has requested the transmitter be returned for repairs or replacement. In December 2009 Mr. Rukmin, the fabricator of the transmitter wanted to carry the transmitter to Australia for repairs while he was in Tanzania but could not do that due to the lack of access of reliable communication with Fadeco radio.

#### ○ 7.1.2 The Financial Capacity

The project and radio management should make efforts to secure funding partners for:

- Daily running costs of the station,
- Training, community outreach work, gender promotion and other priority areas,
- Programme production on different public priority interest issues in the district like farming with livestock breeding, health/ water/sanitation, education/schools etc.

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<sup>3</sup> Unesco Dar es Salaam, Comneta, Misa-TAN, MCT, among others, are all organizations able to provide background information.

The management should also make efforts to secure regular incomes from :

- Advertising service,
- Message service to the general public
- Sponsorship opportunities
- Take advantage of current Corporate Social Responsibility policies of business companies and other market actors in the district and Tanzania.
  
- Selling of airtime for broadcasting of ready-produced public interest programmes and spots.
- Co-production and broadcasting of public interest programmes and spots

As well as secure incomes from:

- Arranging off-air sports and other activities and get incomes from selling advertising space at the physical venue of such activities
- Arranging Fund- raising- weeks on air and off air, mobilizing all friends of Fadeco Radio for collecting contributions from the general public, institutions, NGOs, CBOs, faith- based organizations, institutions, business companies, shops and other possible community sources.

The more varied kinds of incomes the better for economic sustainability.

- In order to support the variety of incomes and funding it is recommended to make efforts to find out which programmes are the most popular with the public and why. Fadeco should also collect and document anecdotal evidence of influence and impact of programmes broadcast. This kind of information could be useful in talks with possible buyers of services and potential funding partners.

### 7.1.3 The Capacity to Build Relationships Between the Radio and Citizens in the Community

The management should make it a priority:

- To continue to make contacts with communities and community members. Both on air and off air. Both by radio staff and ward reporters paying visits to wards and villages and also by inviting people, leaders and representatives as well as the ward reporters to come to the radio. Fadeco should also cultivate contacts with various leaderships, organizations, groups, centers, service providers and other professionals in wards and villages.
- Develop an outreach plan with the objective to pay visits to all wards within a specific limit of time to inform about the radio and give support to local ward reporters
- 2 Tanzania, Member State of Unesco, is recommended:  
To assess and revise the current process of licensing local and community radio broadcasters in order to simplify and make the process achievable to all applicants. If the current complexity is unavoidable the Authority, TCRA, is recommended to put professional expertise to advice applicants free of charge..
- To provide one uniform set of requirements, or checklist easy to understand, for all applicants at the time of starting the application process. At the moment the experience from Community Radios in Tanzania shows that each and every new inspection comes with new requirements and recommendations.
- The District authority, both the Commissioner side and the District Council administration side with its departments for public service delivery, are recommended not to shun away from Fadeco or other local independent community radio broadcasters but to cooperate with the

radios in working for the general interest of the public. There are a number of public service delivery areas where Fadeco Radio has a potential of developing valuable information support and communication arenas between the district administration including departments and the district citizens. Such activities are also likely to promote meaningful, democratic discussions.

District authorities experiencing and acknowledging the significant value of community radio broadcasting should be prepared to make equivalent financial contributions to the running of the radios without any strings attached. Strategically, in Karagwe, as in other parts of Tanzania, this would strengthen conditions for public access to free, independent and pluralistic media to the benefit of both local governments and its citizens.

### 7.3. IPDC/UNESCO is recommended:

- To support Radio Fadeco with a composite and balanced constellation of inputs to simultaneously build capacity during several years in all three areas mentioned above. Such capacity building have good chances to reinforce stronger effects on broadcasting output and sustainability.

To include support to a diverse set of trainings with training of editorial staff in journalism and broadcasting, administration staff in pro-active funding- and income generation management and all staff in community relations building.

For IPDC

- To, generally, consider also larger amounts of project-support to allow both for more composite projects and for longer term projects with financing of activities during a couple of years After project initiation.

Most needed technical equipment in Fadeco Radio is currently:

- studio microphones
- computers for editing
- software-programmes Adobe editing and antivirus
- mp3 recorders
- means of transport, bicycles, motorbikes

### Meetings and interviews

Mr Joseph Sekiku, Head of FADECO, General manager of Fadeco Radio

Mrs Devotha Martine, Radio Editorial Manager, Producer/Presenter

Ms Mariam Mlama, Radio Producer/Presenter

Mr. Nyerere Stephano/ Producer, Culture/Local Reporter

Mr John Bosco, Village Chairman, Katwe

Mr Teobadi Modest, Village Extension Worker, Katwe

Mr Hillalion Karugabe, Ward Livestock Extension Worker

Mr Yustad Rwangoga, Local Reporter Kituntu/Mabira Villages

Mr Isak Karunkano, Farmer (Bananas and Coffee) , Katoro Village

Meeting with 35 farmers in Kituntu Village

District Commissioner Karagwe District, Mr Coronel Fabian Massawe



## EVALUATION REPORT PREPARED BY:

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Nationality	Swedish
1992-2008	Sida HQ, Stockholm, Senior Programme Officer and Advisor in the fields of Media and Development Communication. Main areas: Policy and Management of global, regional and bi-lateral cooperation programmes/projects and Advisor to Swedish Embassies in developing countries, i. a. Tanzania, Uganda, Mozambique, East Africa regionally <sup>4</sup> , Sri Lanka

# TANZANIA

## A. DESCRIPTIVE SUMMARY

1. PROJECT TITLE: Kyela Rural Community Information Access Centre
2. PROJECT NUMBER: PDC/52/URT/701
3. CATEGORY: Community media
4. MAIN IMPLEMENTING AGENCY: KBC-CIS, Kyela Business Centre-Community Initiative Services
5. BENEFICIARIES: Citizens in Kyela community
6. BUDGET: USD 22,000

The overall objective is to establish a locally run, owned and managed community radio and multimedia centre to cater for the needs of the local community in Kyela. This community radio should create an enabling environment where the rural farming and business communities of Kyela will actively participate in the development process of their country and expand their role in ICT and its new technologies and services

### 1. DEVELOPMENT OBJECTIVES:

- To strengthen community participation in the development process
- To contribute to wider and better dissemination of information on advocacy and development issues, such as HIV/AIDS, Good Governance, Democracy and Human rights, Gender issues, Micro financing, Environment, and Education.

### 2. IMMEDIATE OBJECTIVES:

- To establish a locally run, owned and managed community radio and multimedia centre that will cater for the needs of the local community in Kyela.
- To create an enabling environment where the rural farming and business communities of Kyela will

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<sup>4</sup> Including strategic support to the building up of three pilot community radio broadcasters in Kagadi/Kibaale (Uganda), Ntongoni (Kenya) and Orkonorei/Terrat, Tanzania

actively participate in the development process of their country and expand their role in ICT and its new technologies and services.

### 3. RESULTS/OUTPUTS PLANNED:

- A fully operational Community Information Access Centre, comprising a community radio station and a multimedia centre.
- Increased access to affordable radio and ICT-based information and communication services in education facilities.
- Increased access to affordable radio and ICT-based information and communication services to medical information including telemedicine; maternal health and child upbringing.
- New radio and ICT based local income generating trades and skills.
- The usage of local, national radio programs.
- Increased skills in the use of ICT based information services through affordable computer training.

### 4. TARGET GROUPS (Beneficiaries)

The intended direct beneficiaries of the project are community-based groups from areas that have not benefited from national communication structures. The main user groups can further be categorized as:

- The Local Administration
- The Hospital and Health Centres
- Schools-both Primary and Secondary schools
- Agricultural Extension Services
- The General Public
- Development agencies and NGOs
- Outreach and distance learning institutions

### 5. IPDC ASSISTANCE

Assistance sought from IPDC: USD 59.750

Assistance approved by IPDC: USD 24.200

The approved amount was used to buying equipment for radio transmission and programme production, including a radio transmitter, 300W, an antenna with cables as well as technical equipment for pre-production and direct on air production of programmes, all for installation in the two prepared studios.

All equipment shipped according to "Project Completion Report, June 2008 - December 2008, Annex A", was in place at the time of my visit on 30/1-2/2, 2010.

### 6. CONTRIBUTIONS FROM OTHER SOURCES

The Canadian Embassy has contributed with 11.500 USD for the building of a tower to carry the antennae and for sound-proofing. The sound-proofing of studios was still to be carried out at the time of my visit, 30/1-2/2, 2010.

The project implementing agency, KBC-CIS, has contributed with USD 25.000 to the project.

## **B. ASSESSMENT<sup>5</sup>**

### **1. OBJECTIVES AND PLANNING**

Radio Kyela has not fulfilled some of TCRA's (Tanzania Communication Regulatory Authorities) requirements for obtaining a full broadcasting license for programme broadcasting. Some of these requirements includes sound proofing, which is to be effected soon. The lack of a full broadcasting licence is evidently limiting implementation of activities and outputs planned and delaying full programme broadcasting to the public. However Radio Kyela is currently using its construction permit, which allows for limited broadcasting.

#### **1.1. Long-term Objectives (Development Objective)**

In November, 28<sup>th</sup>, 2009 Radio Kyela went on air but with limited broadcasting. This makes it possible for the audience to tune in and identify the station, Radio Kyela, FM 96.0. Evidently, this limited broadcasting cannot generate any significant community participation in development activities. Nor can it, at this stage of the radio project development, add to the other long term objective, that is to contribute to a wider and better dissemination of information on advocacy and development issues, such as HIV/AIDS, Good Governance, Democracy and Human Rights, Gender, Microfinancing etc. Interestingly there is enough anecdotal evidence on high expectation by villagers on the local radio to go on air as noted by the consultant who conducted this assessment while visiting two randomly chosen villages in the district.



#### **1.2. Short term Objectives (Immediate Objectives)**

A local community radio, with custom built premises and the technical infrastructure have been put into place. However, the programme production and broadcasting side of the project is still in its initial stage of development. To be able to envisage on how the expected objectives can be realized in the future it is of interest to see how activities are progressing in a number of areas on which the fulfillment of objectives are dependent.

### **2. IMPLEMENTATION**

The radio station, disposing three small rooms, two studios and one reception, all planned and prepared for the radio, is located in Kyela town, the centre of Kyela district, bordering Malawi. Here, the radio is situated under the roof of Kyela Business Centre, a brand new three storey building still under construction, centrally placed on main street in town.



***Fixing of the antenna on locally fabricated mast***

The studios, with equipment for program production and broadcasting are connected to an antenna fixed at the transmissions tower just outside the radio station premises.

At the time of my visit the radio was still not inaugurated due to, as stated above, not having obtained a full broadcasting license.

<sup>1</sup> Thanks to all participants in meetings and interviews. Special Thanks also to Mr Abbas Ambwene and Mr Israel Mwaisaka for Kiswahili and Kinyakusa translations during village survey interviews and for all support during my fieldwork in Kyela District, to Mr. Hamad Mtameo and Mr. Beram Kabalika for carrying out the survey of the reach of Radio Kyela signal transmission reach, to UNESCO, Dar es Salaam and Mr Yusuph Al-Amin.

Three volunteers were recruited in November 2009, all male and all from Kyela. One, the acting radio manager, has training from shorter courses and practical experience in journalism and radio broadcasting. Among others, he participated in a short training course in general radio station management, organized by UNESCO and the Commonwealth of Learning at the local radio station in Sengerema, May 2009. He also participated in one week training on Investigative and Analytical Journalism, organized by UNESCO and United Nations Communications Group, at the School of Journalism and Mass Communication, University of Dar es Salaam in December 2008. The other two volunteers show active interest in becoming presenters and to manage the technical side of radio broadcasting. They are now learning how to use the computer software that came along with the technical equipment provided to the project. This learning is, evidently, relevant and close to the area of programme production, content development, scripting and recording for radio broadcasting. The project manager, living in Dar Es Salaam, has participated in an African radio broadcasting seminar in Côte d'Ivoire. The Manager and the volunteers were also trained on how to use the new broadcasting equipment by the equipment supplier, In a Box Solutions. Apart from the above mentioned training no other organized journalism or broadcasting training has, so far, taken place within the project in Kyela.

The original work-plan has, according to project staff, now been revised. Unesco has been informed about this in the report of January 2010, entitled "Project Completion Report, June 2008 - December 2008".

#### *A volunteer at Kyela Radio receiving calls from listeners*



The Kyela District Commissioner and the District Council have been introduced to the project and invited to participate and become partners to the radio. The District Council has responded in a positive way by informing that a broadcasting unit has been established to work together with Radio Kyela. The Council has also made assurances of material and technical support once Radio Kyela receives its full broadcasting license. .

In order to train editorial staff, discussions have taken place with Tanzania Media Fund (TMF), for carrying out training and coaching at the Kyela radio station in broadcasting and journalism, in April 2010.

UNESCO Cluster Office is also planning to involve Kyela Community Radio in three capacity building programmes for the media. One organized through the Delivering as One activity and two other IPDC-funded through the Community Media network of Tanzania.

As the project still is not engaged in full broadcasting of programmes, no evaluation of the project process and its possible impact has earlier taken place.

Meanwhile, until radio programmes go on air, several activities and initiatives have been carried out. In the long run these activities, will most likely, contribute to the enabling environment needed to make this project sustainable and to fulfilling the objective of establishing a locally run, owned and managed community radio, that will cater for needs of the local community in Kyela District.

Among others:

An Advisory Board of ten members has been established with broad representation from the local civil society, the business sector and the district administration, including two NGOs for Women's Rights and Interests, People living with HIV/AIDS, Local traditional healers, two organizations for Business Entrepreneurship and Business Information, a Bank Manager, the Village Cooperative Bank, the Christian Institute and the Chairman of the District Council.

Board members, most of them lacking any prior experience of broadcasting, are making efforts to find out how their respective organizations and the radio will work together to meet the interests of the general public in the district.

A weekly radio programme schedule has been elaborated by the volunteer staff at Radio Kyela. Musical entertainment, news-casts, issue-based programmes and phone-ins, among others, has been mixed to meet tastes and interests of the local public.

#### *The first broadcast after receiving equipment training*



One activity, already mentioned, of high, but invisible, influence was probably when, on November 28, 2009, the sentence "Unasikiliza 96.0 Kyela FM Radio!" (You are listening to 96.0 Kyela FM radio) started to be broadcast live on air, mixed with music. From that moment Radio Kyela 96.0, with a few breaks, has ever since been on air with music and its radio station ID. It is from this point in time that people start getting a relationship with the local radio in Kyela. This music and station ID is evidently, in itself, not capable of contributing to development. What it, most likely, does, however, is to raise awareness among the general public in the district of the existence of a local radio station in preparation in Kyela. And it is from this moment and onwards that many people starts to imagine, discuss, make expectations, plans and wishes in connection with the local radio and its future broadcasting. This starting relationship between the radio and its listeners is, no doubt, one of the most essential cornerstones in the enabling environment needed to successfully fulfil the development objectives of this project.

The volunteer radio staff has established a network of contact persons (by mobile phone) in all 15 wards of the district that possibly will develop to become a network of local ward reporters. The staffs has also collected names and mobile phone numbers of more than 100 persons all over the district having an interest to be trained for contributing to the radio as local reporters in villages.

A significant activity is also that the District Council's Management Team have told the Heads of Departments in the Council to start planning for preparing weekly programs in Radio Kyela in their respective areas of work, among others Agriculture, Fishery, Livestock, Primary and Secondary Education, Clean water availability, Sanitation and Toilets, The Incidence of HIV and AIDS.

These activities mentioned have, in combination with other activities, a good chance to contribute to the specific objective of creating an enabling environment for the rural farming and business communities to participate in the development process.

### 3. EFFECTIVENESS AND IMPACT

The premises, the technical equipment and installations for transmission and content production is now in place. All technical equipment received from UNESCO office in DAR es Salaam is installed in the two studios and on the transmission tower outside the studios. The cooperation with UNESCO has

been easy and has thus contributed to effectiveness, says a member of the project management team.

A rapid survey carried out on February, 2 by the volunteer staff, showed that a clear radio-signal was received in 10 of the 15 wards in the district, according to the radio's contact person in each and every ward. The contact persons in the 5 remaining wards were not reachable over the mobile phone during the day of the survey.

Due to delays in implementation of this project which was caused by the changes in the transmitter size to fit with the terrain in Kyela, only one of the outputs as presented in IPDC's official project document entitled "KYELA RURAL COMMUNITY INFORMATION ACCESS CENTRE-CMC" has been completed.

Project effectiveness and development impact must therefore, evidently, remain limited, as broadcasting, along the lines of the prepared weekly programme schedule, has not yet started. Another factor, likely to put limits on impact, is the relatively small experience of journalism and radio broadcasting among the volunteer. Professional editorial staff would most likely have been capable of contributing, together with the volunteer staff, to a more all-round preparing and planning for the coming programme broadcasting.

Even if it is too early to look for significant development impact at community level and among partners the following should not be forgotten.

- The radio is on air and accessible to the local general public;
- The radio station is strategically located and is visible in the Business Centre Building in the very centre of Kyela, especially the transmission tower;
- The radio and KBC staff have made a lot of community contact efforts to inform current and potential partners about the radio project.
- The project management is working with highest priority to fulfill TCRA requirements to get the full broadcasting license and go on air with full programme broadcasting as soon as possible.

These activities are all creating interest among citizens that will facilitate development impact of future broadcasting in the community.

A small survey was carried in the two randomly chosen villages of Mwalisi and Kasala. Three women and two men, randomly chosen, were interviewed in each village. Results show that

- Nearly all respondents had access and listened to radio.
- Most popular radio was Radio Free Africa, broadcasting from Mwanza.
- All had heard about and/or listened to the new local Radio Kyela.
- Nearly all respondents were primarily interested in programmes about farming and farming methods.
- News and Health issues were also of high interest.
- All respondents but one ( a secondary school student with no money of her own) were willing to contribute with money to the running of the radio provided they like the programmes.
- All respondents would also like to come and visit the radio in Kyela town.

These findings are based on too small a group of respondents to generalize from. Nevertheless they could be of interest. Among others, that the prime interest, among respondents, regarding programmes is farming and farming methods and that all respondents, except for one, are willing to contribute with money to the radio.

#### 4. SUSTAINABILITY

Local radio broadcasting catering for public interests and needs in the community is a complex undertaking. Competence and capacity in a number of areas have to be developed and combined in order to work and function together for common, immediate and long term objectives. To succeed in getting this going is normally a process over several years where involved stakeholders will face successes as well as challenges on their way forward. And, after having reached a certain quality in

broadcasting, it will be a never ending activity to keep it sustainable and, at best, increasing the stability of this sustainability.

As for Kyela radio, it is too early to assess the sustainability in this project. It is, however, my assessment that the UNESCO/Radio Kyela project will need to develop sustainability in at least three basic areas:

- The radio as an organized, integrated operation, including among others, training programmes, maintenance of studios and other premises, technical equipment including installations, means of transport and their maintenance, steering and guiding policy documents, relations to a variety of stakeholders as well as a broadcast output that contribute to confidence-, knowledge- and opinion-building among the local, general public.
- The financial capability of the radio, including marketing and sales capability and diversification of income generation on short and long-term and balanced budgets for costs and incomes.
- The capability to building and sustaining multiple relationships between citizens in the community and the radio, including developing a variety of contacts for building capacity of information gathering for programme production and for communication with listeners and the local public at large.
- Sustainability in these three basic areas of activities supporting each other will be a good ground for creating a local radio that contributes significantly to local development.

## 5. RECOMMENDATIONS

### 5.1 Recommendations to the project management and Radio Kyela management:

#### 5.1.1 The Radio as an Organized, Integrated Operation

A crucial aim for the radio and its staff should be to gain trust and confidence of the community citizens. Confidence is likely to increase when citizens find out that the radio makes good efforts to serve the interests of them and that there are subsequent benefits for the citizens from listening to the radio. To this end it is of importance to have transparent, guiding policy documents clearly stating, among others, that it is the public interest of community citizens that are to guide the work of the radio station.

The project management is recommended:

- To provide information to the public in documents on Radio Kyela including<sup>6</sup>:
- General radio policy,
- Editorial policy with Code of ethics, including Code of Conduct and Guidelines for broadcasting output, among others regarding advertising, personal messages etc.
- Guidelines for journalists.
- Documentation on the decision-making processes in the management of the radio and in the editorial work.

To further explore, with TCRA and other stakeholders, the relevance and possibility of broadcasting not only in Kiswahili but also in the main mother tongue in Kyela communities. At the moment the Community Radio Code of Practice limits broadcasting in vernacular languages. Fieldwork in the two villages visited indicated that Kiswahili is not understood by many citizens.

It is further recommended:

- To consider that the fact that the majority population in the community are women, they should be well reflected in the radio and its broadcasts. At least half of the radio staff should be women. Among the editorial staff this is of high importance in order to also attract and meet demands of female

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<sup>6</sup> Unesco TAN, Comneta, Misa-TAN, MCT, among others, are all organizations able to provide background information.

listeners.

- It is also recommended that there are two contact persons in each ward, one man and one woman.
- To elaborate a training plan to increase competence of staff including journalists, studio technicians and administrators. Gender balance among training participants and trainers should be a priority.
- To elaborate a plan for purchasing or otherwise gets access to means of affordable transport. It is important that editorial staff can travel within the district.
- To plan the studios according to programme production and broadcasting needs. For interviews and discussions to take place there must be chairs and tables, including table-cloths, and microphones.
- Studio acoustics must be looked into. Studios will get very warm as they are situated just beneath the roof of the building. Air Conditioning is badly needed but make a lot of noise, that must be reduced to a minimum.
- To find space for a much bigger reception with a receptionist so that visitors coming for interviews, giving back-ground information, asking for, or buying services etc. feel comfortable.
- Once a full programme broadcasting license is received the weekly program schedule should start to be implemented, one step at a time. The priority order for various programmes and contents to go on air must be well discussed and based on resources available so that once on air, the programmes can be kept on air sustainably at the chosen day and hour. When listeners get used to a certain programme at a certain day and hour, they might become frustrated if the programme or the content does not appear as usual and according to schedule.

### 5.1.2 Financial Capacity

The project and radio management is recommended to make efforts to secure funding partners for:

- Daily running costs of the station,
- Training, community outreach work and gender promotion and other priority areas,
- Programme production on different public priority issues in the district like farming/fishery/livestock, health/ water/sanitation, education/schools etc.

The management should make efforts to secure regular incomes from:

- Advertising service,
- Message service to the public

Sponsorship opportunities

- Take advantage of current Corporate Social Responsibility policies of business companies and other market actors.
- Selling of airtime for broadcasting of ready-produced public interest programmes and spots.
- Co-production and broadcasting of public interest programmes and spots

The management should also investigate the possibilities of arranging:

- Off-air sports and other activities and get incomes from selling advertising space at the physical venue of these activity
- Fund- raising- weeks on air and off air mobilizing all friends of Radio Kyela for collecting contributions from the general public, institutions, NGOs, CBOs, faith- based organizations, business companies, shops and other sources in community.

The more and the more varied kinds of incomes the better for economic sustainability.

In order to support the variety of incomes and funding it is recommended to make efforts to find out which programmes that are the most popular with the public and why. And to collect and document anecdotal evidences of influence and impact of programmes broadcast. That kind of information can be useful in talks with possible buyers of services and funders.



### 5.1.3 The Radios Capacity to Build Community Relationships

The project and radio management is recommended:

- To continue with efforts to make contacts with communities and community members. Both by radio staff paying visits to villages, wards and other places and also by inviting people to come to the radio.
- To give priority to gender-balance among the network of local reporters. One way of promoting such a balance, in the group of ward reporters, is to look for both a man and a woman reporting from each ward. If training or other activities are organized, a balanced number of men and a woman should be invited.
- To elaborate an outreach plan in order to pay visits to all wards within a specific limit of time to inform about the radio and give support to the local ward reporters.

### 5.2 Recommendations to Unesco Member State, Tanzania

- To assess and revise the current process of licensing of local and community radio broadcasters in order to simplify, expedite and make the process possible to handle by all applicants preparing applications. If the current complexity is unavoidable the Authority, TCRA, is recommended to put professional expertise to advice licence applicants at the disposal, free of charge.
- To have uniform set of requirements that is easy to understand, for all applicants at the time of starting the application process.
- The District authority, both the Commissioner side and the District Council administration side with its departments for public service delivery, are recommended to cooperate with local independent community radio broadcasters working for the general public interest and for meeting of general public needs. There are a number of public service delivery areas where Radio Kyela has a potential of developing valuable information support and communication arenas between the district administration including departments and the district citizens. Such activities are also likely to promote meaningful, democratic discussions in public.
- District authorities experiencing and acknowledging a significant value to citizens of local, community radio broadcasting should be prepared to make equivalent financial contributions to the running of such radios without any strings attached. Strategically, in Kyela, as in other parts of Tanzania, this will most likely strengthen conditions for public access to free, independent and pluralistic media to the benefit of both local governments and its citizens.

### 5.3 Recommendations to IPDC/UNESCO

- To support Radio Kyela with a composite and balanced mix of inputs that will build capability in the three areas mentioned above for strengthening sustainability.
  - To include support for training of editorial staff in journalism and broadcasting, for administration staff in active and varied funds- and income generation as well as general financial management and for all staff in community relations building.
- \_For IPDC to, generally, consider larger amounts of project-support, which could be in the form of increased funding, to allow both for more composite projects and for longer term projects with funding of activities during several consecutive years after initial support.

### Interviews and Meetings made by the consultant

The Project Manager, PhD Mr. Betram Kiswaga

The Advisory Board of Radio Kyela

Ms Ana Minga Mirambo, NGO Wilac, Women's Rights

Mr Julius Mwalubalile, HEDEA, People Living with HIV and AIDS

Mr Kundape Nombo, Chawatiata, Local Traditional Healers

Mr Joseph Mwalusako, VICOBA, The Village Bank  
Mr Said Mbandilwa, Organization for Business Entrepreneurs

The staff of Radio Kyela and project staff of KBC- Community Initiative Services:

Mr. Israel Mwaisaka, Radio Manager, Journalist  
Mr. Hamad Mtameo, Technician, Radio Presenter  
Mr. Beram Kabalika, Technician, Radio Presenter  
Mr Abbas Ambwene, Lawyer, KBC-CIS

Mr. Mpoki Mwakyimo, KBC- CIS  
Mr. Daniel Mwakalinea  
Mr. Ramadhani Bajabu Mdeto, General Manager KBC

Survey interviews were carried out with 5 respondents (3 women and 2 men) in each of the villages of Mwalisi and Kasara.

Mr Tubi Ndjiale, Officer in the ward where Kasara Village is situated

Meeting in Mwalisi Village with approx 100 participants

Kyela District Commissioner's office  
Mr Lazaro Mwankenja, Executive Secretary of the District Commissioner

Kyeala District Council:  
Mr Clemens Kasongo, Acting Head of District Council  
Mr Osmund Komba, District Internal Auditor

## EVALUATION REPORT PREPARED BY:

NAME	John L. Couper Department of Journalism and Mass Communication, KIMEP
Nationality	American
2009 – 2010:	Associate Professor of Journalism and Mass Communication, Kazakhstan Institute of Management, Economics and Strategic Research. <i>Courses taught:</i> Advanced Newswriting, Psychology in Journalism, Print Journalism, Newswriting, Political Communication.

## KYRGYZ REPUBLIC

1. PROJECT TITLE: **Radiomost: Building Community Radio Capacity in Kyrgyzstan**
2. PROJECT NUMBER: PDC/52 KYZ/01
3. CATEGORY: Community Radio
4. MAIN IMPLEMENTING AGENCY: Radiomost
5. BENEFICIARIES: Radiomost
6. BUDGET: USD 24 530

### A. IMPLEMENTATION PROCESS

#### 1. Results:

1.1 The direct programmatic results are impressive, with very substantial radio content produced and/or transmitted. Total on-air hours are currently 14 – 15 per day. About half is in Kyrgyz and half in Russian. Programs include:

- About 1 hour daily of news (mostly in five- or ten-minute segments),
- About 6 hours daily of other programming (mostly staff-produced, including “village Talent”, English instruction, a docu-soap, a poetry show and commentary/ discussion shows) and creative programs, and
- About 7 hours daily of music.

1.2 The station develops an emerging ethos of citizen involvement, competence, and self-efficacy both in terms of the broadcasts and in the wider community.

1.3. Secondary results are especially impressive since they are accomplished beyond the effort of producing radio. These include:

- Working with other groups



- Airing material of nearby development projects
- Fundraising and Advertising

Outside promotion, gathering money and in-kind contributions Encouraging political and social transparency Working with officials and social leaders to increase accountability

## 2. Station characteristics:

An atmosphere of camaraderie is palpable throughout the station. Although some hierarchic restrictions have been implemented (such as access to the studio), in most situations the staff and management listened and spoke to each other very freely and productively. I saw little evidence of structural distinctions between “official” and volunteer staff. Rather, I often observed conversations about problems and solutions whose collegiality could not be faked (although I suspect it was occasionally encouraged for my benefit).

Creative problem-solving is not only evident, but essential. For example, the need for a sound-proof recording studio was answered by bartering ad-time for the expensive materials used in the tiny but invaluable facility. One fundraising idea involved dressing up in absurd versions of the Old New Year’s celebration and walking down the streets of Talas and nearby villages, giving or auctioning items to listener/callers.

Another notable quality is the rich interactions between station and listeners. One listener, visiting the station to bemoan the loss of a program for car owners, was told it would return soon. Another visitor, now deeply involved in the “Zhenski Chas” (“Women’s Hour”) program, led a planning meeting for the next show. Remarkably and impressively, the station establishes at least one individual in every village responsible for collecting and passing on villagers responses to the station management.

Empowerment, that overused cliché, seems appropriate in this situation. Not only does Radiomost offer a two-way channel between itself and listeners, but it encourages interactive channels between listeners and other organizations, from local government to international NGOs. More than that, its respect for listeners surely increases a sense of self-efficacy among listeners. Especially central are the activities of about 50 “Community Correspondents” (Narodny Correpondenti) who serve as village hubs of information exchange. They gather and pass on to the station information from listeners and other community members, and also tell their neighbors about changes, opportunities, and programs.

Identifying and responding to audience priorities is central to the Radiomost ethos. For example, some listeners express gratitude that the station reported the true costs of irrigation and electricity, both of which listeners had been substantially overcharged for. Shows are clearly added, dropped, or changed in response to listener responses, whose frequency any western media outlet would envy. Despite regular requests for audience feedback, and a strong program of putting up posters in the community, even more would be desirable.

## 3. Audience characteristics and obstacles:

3.1 Clear difference between town and village groups. Many in the villages are unaware of the station but seem to have a stronger need for information, especially practical, including from other villages.

About half do not have radios, and many only listen while working.

Town listeners admit little interest in news from the villages, and a greater desire for international news (though a few listeners emphatically said that they like this reminder of “our life”). However, several village listeners also expressed a desire to hear more from the world. Their lesser need to listen to Radiomost reflects greater access to media and other activities, though a much larger proportion appear to own radios.

3.2 Sense of isolation. Listeners suggested an understandable perception of being taken for granted. This is an obstacle when it leads to cynicism and defeatism, but a resource for Radiomost to the extent that it can change this perception to optimism and involvement.

3.3 Individuation. All groups, especially villagers, show a remarkable range of emphases, values and priorities. This presents a programming problem: listeners said they wanted everything from Russian humor shows to local poets to western dance and rock music. The age and urban/rural divides are



especially clear. There is also an opportunity to connect with and connect the diverse subgroups through activities and varied non-commercial programs.

## **B. ASSESMENT**

It is difficult to quantify, or even systematically describe, achievements without conducting methodical market research. However, Radiomost has clearly achieved:

Significant penetration of an (admittedly very limited) media market;

Remarkable community involvement, such as programming suggestions/critiques and submission of news items;

Production of innovative and apparently effective programs, such as exposing old problems of government inactivity that were rectified almost immediately after the reports;

Integration with other community efforts, such as the on-air

promotion of a UNICEF program for infant nutrition supplements;

Changes in how listeners, and presumably at least some non-listeners, see themselves as agents of social change. Community reporters, especially, help reverse an historic pattern of passivity toward the status quo;

Increased skillsets among many area individuals, notably students in the local University, but also many others of every age and interest. These include both such technical skills as production, and mental skills such as gathering and explaining news.

## **C. CHALLENGES**

These challenges were mostly identified by station staff, but some by my observations.

Power: The once-serious challenge of erratic electricity supply has been largely resolved with two UPS systems and a manually-operated backup generator.

Scope of Activities: Possibly, the diversity of staff and volunteer efforts spreads station efforts too thin. In other words, involvement in the station’s many additional projects might detract efforts from station development and management. On the other hand, I saw no evidence of neglect of station requirements; rather, diverse efforts seem to reflect a sincere desire for community development, and the sense of wide involvement might energize the staff, not enervate them.

Facility: The station’s physical environment has several challenges. Space is severely limited; meetings must often be held in the broadcast studio or in the hall, a separate control room is needed.

A lack of winter heating means that indoor temperatures are more like outdoor, reducing efficiency. Insecurity of the lease means that the entire station could theoretically be evicted at any time.

**Skilled Staff:** Conceivably, increasing the number of workers by one or two would reduce the workload and staff burnout; however, the extra strain on resources of adding and training staff might create more problems than solutions. Increasing the number of community journalists is important, but largely within current capacity.

Although basic operations are covered by ongoing and ad-hoc training sessions (e.g., a new program “I Am Citizen” will bring in and in xx new young journalists), a central challenge is to find staff with the technical expertise to improve the station’s efficiency and production values. Attracting skilled personnel is probably Radiomost’s major obstacle at this point. Staff are nervous about continuing the popular and important docu-soap *Kok Asman* when Peace Corps Volunteer Michael xx leaves in the coming summer, and the social-issue program *Zhenski Chas* stretches the technical capacities of personnel.

**Range:** I made a point of listening to the station on sets in Talas and in villages, hoping to assess the signal strength and clarity. The signal range is limited, especially by mountains, but even on low-quality radios the broadcast quality was good. However, the station’s impact could be doubled by increasing its range with a more powerful transmitter and a higher tower, allowing the programs to reach many more villages and listeners.

**Audience Factors:** A fairly entrenched audience attitude that all radio is the same (and largely pro-government propaganda) prevents many listeners from even comprehending that a station might follow a different model. This attitude can be alleviated among many, but not all, listeners.

The lack of radio sets in villages, and the popularity of television, are additional challenges, though ones that are impossible to change in the foreseeable future.

Although the station has an excellent schedule, it effectively keeps it a kind of secret from listeners by not distributing the programming. Thus, the potential audience does not know which shows are on, or when.

**Music Library:** Staff reported that the music available to fill much of their airtime, is functional but fairly limited. Since music attracts many listeners to the station, this limitation might pose a small problem, especially as viewers hear the same music repeated.

**Station Promotion:** The audience assumption that all broadcasting ignores their priorities is a serious challenge to attract and keep listeners. Although the station’s promotions are creative and effective, more should be done to show that the station offers something different, while creating awareness and attracting attention— a serious need for much of its target audience.

**Short-term Vision:** Radiomost’s relatively *ad hoc* focus on current opportunities and problems appears problematic. Its Council and staff need to develop a strategic plan far more detailed than the present Mission Statement.

## **D. FUTURE**

### **1. Efficiency**

*Adherence to the approved work-plan, modifications if any, and an overall assessment of project execution*

Radiomost appears to substantially exceed the work-plan requirements. Rather than settling for the minimum, staff seem to aspire to the maximum. I was unable to identify any dimension of the operation that falls short of the existing plan and purpose (though these strategic plans should be developed).

## *Sufficiency of financial projections vis-a-vis actual costs incurred*

Financial Reporting: I went over the financial records in detail with Chief Accountant Salin Esengulovna and Gulmira Osmonova. Although I am emphatically not an accountant, the records were very organized and clear, well laid-out, documented and summarized. The most recent entries have not yet been completed, but this has been conveyed to the Almaty UNESCO office and will apparently be completed soon.

Purchasing: The very limited funds mean that little purchasing is done.

Staff reports that most repairs, and some capital expenditures, are possible only through in-kind exchanges, especially bartering advertising for materials. One major purchasing need specified by staff is furniture, notably chairs. UNESCO-provided chairs are welcomed and very well-used, but some are showing signs of structural wear.

Staff recruitment: The reality that station operations depend mostly on volunteers is a potential concern, especially because of high turnover and absences. Although the “team” is unquestionably capable and committed, ideas to expand staff without the vagaries of volunteerism might be considered. This especially applies to provision of people with more professional experience and skills. Additional funding, perhaps from the EU, might bring in trainers and other media specialists.

Other services directly funded by UNESCO:

Equipment: I examined the station’s current broadcasting-related materiel in detail with engineer Alexei Mazer, focusing on UNESCO-provided equipment. I inspected the apparent functionality, condition, and environment of all major equipment. This included not only broadcasting hardware, but soundproofing, a scanner and computer repair, furniture and printers.

The physical care of the station equipment was excellent, though I recommend improvements in the facility for storing field recorders and cameras. He reported that the station needs a higher tower and more-professional microphones and headphones. I feel that a professional board (mixer) would improve production quality. Also, the studio badly needs a separate control room.

## 2. Effectiveness

2.1. Results achieved: The station does a very good job, especially under fairly difficult conditions and with sufficient but sub-optimal equipment. Its core result-- offering relevant, attractive, and socially constructive information and entertainment-- is overwhelmingly achieved. Its ambitious goal of encouraging and facilitating social change also seems achieved, according to many local listeners and participants.

2.2. Overall usefulness of project outputs and results: The general utility of Radiomost’s outputs is outstanding. In a very short time it is already beginning to effect important changes in the lives and society of the region.

2.3 Effectiveness in the delivery of project inputs: Although physical and procedural improvements can always be made, and are desired by the staff, the delivery of materials is extremely effective—especially given the small capital expenditures. This effectiveness is seemingly due to 1. need and receptiveness among the audience, and 2. commitment and imagination by staff. In other words, the station is effective because of a very good match between market and programming.

2.4. Problems of meeting project objectives: technical barriers include signal strength, facility size and arrangement (because it is fitted within spaces that were not designed for a broadcast operation), and. Procedural barriers include some limits of staff training, the vagaries of a largely-volunteer staff, and limited professional personnel.

2.5. Inputs and factors (planned or unplanned) of implementation of activities: Activities are very

substantially effective. Planning is effective and very responsive to audience needs and interests. Unplanned factors include the daunting range of audience interests, which both complicates and enriches the programming and impact. In other words, the station's varied program schedule answers audience needs, though presumably at the cost of a clearly targeted station identity.

### 3. Impact

#### 3.1. Immediate effect on:

- Identified target groups: a clear if still-spotty impact on audiences, especially in terms of self-efficacy and increased interactivity in station content. For example, after giving an interview a 75-year-old man called us back to say that he wrote poetry and wondered if the station might air some of his work. Listeners reported many practical benefits of station information, such as hearing the true (uninflated) prices for irrigation and electricity.
- Other affected groups: Several listeners and especially community correspondents said that local government policies and activities improved after reports were aired about problems. Interestingly, no-one reported particular hostility by officials to critical reports. Businesses are likely to see some benefits from advertising, though the number of ads is limited. Local social projects almost certainly benefit from greater local awareness of their projects.

### 4. Sustainability

- Planned use of project results: The Radiomost results show every sign of being not only sustainable but cumulative. In other words, the staff clearly and consistently see the current operation as merely the foundation of greater impact and professionalism. Constraints on sustainability include dependence on volunteers, equipment wear, eviction from the current facility, and loss of financial backing.
- Future perspectives: Especially notable is the dynamic quality of station operation. By responding to audience desires and staff imagination, the present relatively-high broadcast quality is likely to improve. Beyond this, I have concluded that better strategic planning, a stronger signal, and improved audience awareness of the station, are central to advancement of the station's value for Talas and neighboring communities.

### 5. Recommendations

- Help find/fund trainers and/or producers with special skills, especially scriptwriting and advanced editing.
- Find ways to reduce turnover of secondary production staff.
- Find specialists who can help maintain equipment that is wearing out, such as computers and headphones.
- Purchase a SFX (sound effects) library to improve production values.
- Conduct systematic market research across the listening area, to establish market share, audience priorities, and listening patterns.
- Give radio sets to all community journalists, and train them in recording techniques.
- Purchase new software, especially an audio editing program in Russian to facilitate efficient use. A Russian version of Audacity or other software would increase efficiency.
- Create a new monthly "open table" discussion show in a public place on a hot local topic. One staff member could screen questions and comments; could be edited. Another would record comments with a boom microphone. This would increase awareness and listener interest, and increase audience sense



of the ways that Radiomost is different.

- Distribute program schedule to show range of programs (short description?) and encourage listeners to tune in for something. These should be available in a box outside the station and offered, perhaps even with a small gift such as a refrigerator magnet,
- The station, and especially its parent organization Mediamost, clearly need a more strategic operational vision (including a flexible but clear explication of its own identity), perhaps partially based on that of other such operations. This would help prioritize and focus
- In Talas' limited media landscape, many listeners—far from objecting to advertisements-- see them as a valued source of information about options. An offshoot of this “service” might be a weekly or bi-weekly program (popular in local radio around the world) in which people offer small products for sale, a percentage of which could go the station for expenses. Another popular program might profile a few local businesses and their products. While social issues should remain the station's top priority, offering a limited “marketplace” function would be another way to attract listeners and serve community needs.
- Regularly invite listeners to tell friends and family about the programs
- Increase physical space by about 50 percent
- Improve the station website (radiomost.org), which is good but underdeveloped. This is not a high priority for listeners, but would be very useful for grant applications.
- Seek fundraising and grantwriting help from various organizations.

## **Appendix**

### **1. Observed Activities**

- Rehearsal for Kok Asman
- Kok Asman replay with script
- Live music production in studio
- On-air during music
- Production of Zhenski Chas, including prerecorded material and interviews
- Editing of pre-recorded advertisement
- Training sessions of student journalists
- Meeting of Community Reporters
- Broadcast of talkshow on school extortion
- Meeting between Radiomost staff and new underwriter (Gold mining company)

### **2. List of Interviewees**

Friday, February 5, 2010

Radiomost station

Nazgul Satymkulova (35), poet and segment presenter

Azimkan Sulaimanova (42), Citizen reporter

Sezim Tolkundari (38), presenter, musician, citizen reporter

Alexander Samoliev (30), listener

Gulmira Osmonova, Founder

Saturday February 6, 2010

Ogombaev Village

Aitbubu Iskanova (53), non-listener, citizen journalist

Sazira Izanalieva (62), citizen journalist and social expert

Nazir Boronchiev (36), listener/man by water trough

Three girls (15), non-listeners  
Akjer Village  
Jumadil Mamekov (63), citizen journalist  
Anti-radio man (40), non-listener  
Serik Shekerbekov, listener/young man by car (23)  
Gusanda Ourova (58), teacher, non-listener (?)  
Manas Ordo site  
Tattibubu Smanalieva (30), listener/shopkeeper  
RadioMost  
Sagin Esengylovna, Chief Accountant  
Gulmira Osmonova, Accountant

Sunday, February 07, 2010

RadioMost  
Gulnara Sulaimanova (33), listener and guest on Zhenski Chas  
Talas Town  
Kostya Mamin (23), listener in mobile-phone shop  
Sergei Mamin (45), listener in phone repair shop  
Adilet Beknazarov (15), boy on street  
Gulia Rysalieva (32), woman in café  
Anara Myrzabaeva (40), shopkeeper  
Jyldyz Kumasheva (43), shopkeeper  
Aelita Turdeguleva (32), woman in hardware shop  
Shekerbek Akhmedov (36), owner of radio/electronic shop

Monday, February 08, 2010

Talas Town  
Aisuluu Medieva (33), guesthouse owner  
Ruslan Shermatov (28), on street  
Perisot Sadykhova (18), on street  
Asa Nordzbaev (51), on street  
Zamir Duisheev (40), on street  
Kiman Beisherdiev (55), on street  
Cholpon Aidaralieva (36), on street  
Dildebek Turdiev (75), on street  
(no audio recordings or photographs of these respondents)  
Radiomost  
Alexei Mazer  
Nazira Zhusupova  
Aizhamal Kubanichbekova

#### 4. Additional Materials (on CD)

MP3 audio interviews with listeners, staff, correspondents and volunteers  
Photographs of the station, listeners, and the area  
Weekly program schedule

**EVALUATION REPORT PREPARED BY:**

NAME		VILMA GREGORY
Nationality		Jamaican
1987- present Executive Chair/Founder	VILCOMM Multimedia Ltd. Designer/Developer of several web sites, online courses, multimedia products Trainer of over 20,000 persons in the Caribbean at all levels	
1998- 2008 Project Leader:	UTech Multimedia Centre, University of Technology, JA Faculty Trainer, Web applications Developer, Multimedia Producer, Web and Intranet Designer, part-time lecturer in Multimedia Technology 250 lecturers trained in Multimedia & e-Learning , Online applications developed for electives, help desk, transcript retrieval, computer inventory and e-commerce	

## JAMAICA

**PROJECT TITLE: CREATIVE MEDIA AND CREATIVE CONTENT DEVELOPMENT: INTERNET RADIO/MOBILE ICT LAB -THE CONTAINER PROJECT**

PROJECT NUMBER: PDC/51/Jam/01

CATEGORY: Multimedia communication

MAIN IMPLEMENTING AGENCY: Mongrel Street Lab

BENEFICIARIES: Mongrel Street Lab

BUDGET: USD 20,000

### A. BACKGROUND AND EVALUATION METHODOLOGIES

#### 1. Background of The Container Project

Based on a brief from documents in the UNESCO Office, the Container Project may be described as follows:

- It was established in 2003 as a 40 foot shipping container with a computer lab holding 14 computers.
- It provides training in ICT for the marginalised youth in the Palmers Cross community of Clarendon, situated in rural Jamaica.  
<http://www.maplandia.com/jamaica/clarendon/palmers-cross/>
- It has received support from UNESCO/IPDC to enhance and transform it into a fully-fledged Community Multimedia centre (CMC).

- The current enhancement aims at making the facility much more mobile, by using “a multimedia lab in a wheeled bin” which would travel to the target communities.
- The lab will then move from street to street and from city to city.
- The project was conceived by Mervin Jarman who is the Project Manager

## 2. Purpose of the Evaluation

This external evaluation has been commissioned by the UNESCO Office for the Caribbean, on behalf of the International Programme for the Development of Communication (IPDC) . The IPDC Bureau will present the evaluation report and lessons learned to the IPDC Council session.

The IPDC promotes media development in developing countries, by facilitating the growth of free and pluralistic media. The Container Project was viewed as compatible with the priorities of the IPDC.

The evaluation should be completed before the 27<sup>th</sup> session of the IPDC Intergovernmental Council in early 2010.

## 3. Evaluation Methodologies

The following five main methodologies were used for data collection:

- i. Desk study on the UNESCO evaluation framework
- ii. Review of project documents
- iii. Onsite visit
- iv. Interviews and discussions
- v. Observations

### *Desk Study:*

Desk Study work was done on UNESCO’s evaluation framework which looked at the following five areas of assessment:

- **Relevance** – This will examine the relevance of the project objectives and the consistent matching with the needs of the beneficiaries, Jamaica and the global context.
- **Efficiency** – This will look at how the economic inputs have been converted into results.
- **Effectiveness** – This will look at the achievements of the project and its cost-effectiveness, based on the income and the impact it has had. Efforts to include the lowest cost alternative will also be assessed.
- **Impact** – The impact of the project will be looked at from three clusters: primary and secondary, positive and negative, intended and unintended.
- **Sustainability** – The possibility of the benefits being continued after the assistance period will be examined.

### *Project documents:*

Project documents made accessible to the consultant included a website, with a link to a social network and some streaming radio stations in the Caribbean. Documents included the following:

- Project website at [www.container-project.net](http://www.container-project.net)
- Online video presentations at <http://www.youtube.com/watch?v=QbeXvj6dAGo> and other associated sites

- A July 2009 Report: Container Project / iStreet Lab - done for Subtle Technologies Conference/Festival 09 in Canada
- A participatory monitoring and evaluation report - done by Valerie Gordon in January 2004
- A Computer Club training brochure with six modules and their corresponding earning potential
- Final UNESCO Report - Launching the iStreet Lab –done in October 2008
- Final Report IPDC/UNESCO: “Building Mobile Multimedia Facility for Rural Youth” – done in March 2006

*Onsite visit.* [www.container-project.net](http://www.container-project.net):

The onsite visits allowed the evaluation consultant to observe the project, examine the equipment, observe the infrastructure and examine any physical outputs available. More specifically, the visit looked at the following items:

- **Culture** - The customs and practices of the management team, the beneficiaries and the surrounding community at the Container Project were observed for any perceived cultural and social values.
- **Equipment** – The equipment examined was being used for the newly acquired mobile iStreet Lab, for doing computer repairs, for conducting computer training and for doing general administration onsite.
- **Infrastructure** – The infrastructure for housing the Container project was looked at in terms of land space, alongside the technical features needed to make the project workable.
- **Physical outputs:** The outputs which were observed and which related to the projects, included community members being briefed for an imminent training session using the iStreet equipment, community members using the digital camera, the digital camcorder and the Internet.



*The iStreet Lab in a wheeled mobile container*



*Computer repair equipment*

*Interviews and discussions:*



Informal telephone interviews and one formal face-to-face interview took place with the Project Manager, Mr Jarman. Nineteen face-to-face interviews took place onsite with other community members/stakeholders such as the management team/trainers, and the project beneficiaries.

- **Interview with the Project Manager** – After a few brief telephone conversations,

one formal face-to-face interview took place with Mr Jarman, away from the Container Project. The interview discussed the motivation for the project, the project’s history, the

implementation process, the contributors and the vision of the future. The interview also covered the results to date, the equipment, training content and a general profile of the beneficiaries.

- **Interviews with other community members/stakeholders** – Face-to-face interviews, averaging ten minutes, took place with the management staff who were also trainers and with a selection of project beneficiaries. The interviews sought evidence-based feedback on their experiences at the Container Project and looked at the training and skills acquired by the beneficiaries. All interviewees were asked to make suggestions for future enhancement of the project.

#### *Observations:*

The observations were recorded by the evaluation consultant as an outsider and external participant to the Container Project. The three specific items observed included the following: operations and culture, the surrounding space and setting, individual and group interactions.

- **Recording of observations** - A digital camera and field notes were used to document and record the observations during the onsite visit.
- **Operations and culture** - The way management shared its messages was observed as well as the way the container was organised to deliver on the project.
- **Surrounding space and setting** - Observations were made on the road-side setting of the container in an “open land space” in palmers Cross and how this contributed to the execution of the project.
- **Individual and group interactions** – The way in which the beneficiaries interacted with each other and with the management team was observed. The interaction with the consultant was also noted.



Inside the Container



Side view of the Container and its surroundings

## **B. ASSESSMENT - FINDINGS**

### **4. Assessment – Objectives and Planning**

The development and project objectives are outlined below, alongside the planned results and the specifics relating to the target groups and beneficiaries.

- **Development objectives-** As stated earlier, the project aims to promote media development in developing communities such as Palmers Cross in rural Jamaica.
- **Project objectives** – As expressed by Mr Jarman, the long term objective is to create a series of mobile multimedia lab units in Jamaica using the iStreet model and provide access to marginalised communities. The training courses will then provide “bankable” credits to the participants and these would be accepted by the surrounding institutions and thus expand on the access to the marginalised youth.
- **Results/outputs planned-** The short term objective is to train an additional sixty young persons in the Palmers Cross Community who will use their skills to secure employment and not see crime and violence as their only option. It is expected that if employment is secured, these sixty persons will impact six hundred members of a household in the community.
- **Target groups /beneficiaries-** The beneficiaries include unemployed school leavers and unemployed adults in the community, some with low literacy rates and very low skills levels. Some of the beneficiaries have also had negative experiences with the law and are desperately in need of finding alternatives. Other external beneficiaries include the secondary school which uses the Internet facilities and employed persons and school children who need access to the Internet or are in need of upgraded computer skills.

## Findings

Based on the feedback from the Project Manager, the Container Project is filling a major gap in the community which had few resources and options for doing basic activities such as photocopying, using the Internet and printing. The employment options also remain inadequate since not enough production or manufacturing facilities exist to provide opportunities to the youngsters. All beneficiaries supported this viewpoint.

Based on the feedback from the beneficiaries, the selection of ICT skills seems to be meeting the needs of the target groups. Concerns were raised by the beneficiaries about the need for expansion of access, the need for more community involvement, the need to acquire more equipment and furnishings and the need for greater formal certification.

The training activities in digital audio, digital video, image editing, basic computer and Internet skills have been positively embraced by the target communities. There was however a consistent need expressed by some members of the group to upgrade the digital audio offerings to a full-fledged music studio and thus create a music production model for the many youngsters who see music as a way out of their harsh economic realities.

Other beneficiaries also felt that one other container should be used for the computer repair so that there is less sharing of the existing training facility which now overlaps as a computer repair workshop. Similarly, two beneficiaries feel that the long tables in the container currently could be replaced by more flexible seating arrangements such as rotating round tables within the space.

At least one instructor and two beneficiaries expressed the view that the community still lives in fear of crime and violence and this has hindered their full participation in the project. Two beneficiaries also spoke about the need to create literacy courses since they themselves were semi-literate and felt this was hindering greater participation from members of the community who also experienced a different type of fear in not wanting to expose their illiteracy to others.

## 5. Assessment – Implementation

The evaluation assessed the way in which things were done at the Container Project as the project tried to meet the needs of the community. As recommended by UNESCO, the activities, project management, collaboration and project monitoring were examined.

### Findings:

- **Activities:** The activities are mostly technical, with some amount of soft skills training also taking place informally. Technical activities include frequent website design, development and maintenance. Web streaming services for community radio stations is also facilitated by the project. Digital storytelling from youngsters in the community may be accessed on the website. Minimal repair work is also done onsite along with the training courses in computer repair. Training and skills transfer course are offered in multimedia, Internet and basic computer skills. There is also a soft focus on positive values and attitudes as the project also helps to transform youth and adult behaviour, encouraging greater self-esteem.
- **Project management** – The Container Project is managed by three full time staff members along with the Project Manager. Reports are produced from time to time and there is constant data capture using digital cameras (images), digital recorders (voice) and digital camcorders (video). Some of the outputs are then uploaded to the website or to the social network. There was no sign of any formal project management tool being used in the project.
- **Collaboration** - There is collaboration with the nearby school and surrounding communities. The collaboration with community radio stations in Jamaica and the Caribbean was also noted, with the Container project providing the streaming services for the stations. If Mr Jarman’s vision of achieving “bankable credits” is to be achieved, there will be a need for greater collaboration with the surrounding educational institutions and a formal relationship with more certifying bodies. The experience with HEART/NTA which certified some of the earlier courses will need to be expanded in order to meet the vision. The overseas exposure from participating in conferences such as SubtleTechnologies at the University of Toronto, has also created a potential for greater overseas collaboration. Of great importance is the collaboration of Mr Jarman’s family members who donated the land as equity into the project.
- **Project monitoring** – It is assumed that this evaluation and the constant dialogue and interaction with UNESCO will provide a level of monitoring and support for the Container Project.

## 6. Assessment – Effectiveness and Impact

The evaluation assessed the progress, the achievements or non-achievements and the satisfaction of the beneficiaries. As recommended by UNESCO, the results, cost-effectiveness, development impact and sustainability of the Container Project were all examined.

### Findings

- **Results** – The Container Project has done well with limited people resources. The initial computer complement of fourteen desktops has now been reduced to five working machines, supplemented by the five laptops being used by the iStreet mobile unit. There is therefore a need get the Container Project back to its full capacity. While the training and transfer sessions have been successful, there is a need for greater membership and community participation which will also mean that the current equipment will need upgrading.



- **Cost-effectiveness** – If the current iStreet mobile unit is to be a standard-bearer and capacity builder, there is an urgent need to review the current economic model whereby persons pay JA \$1,000.00 or US\$11.00 for membership, then contribute to using the Internet. Direct income generating activities will have to be established. The need to find funds for full time staff, funds for purchases, equipment maintenance and subsistence for volunteers is quite urgent if the Container Project is to succeed. There is a need to look at different approaches and different delivery mechanisms to sustain the project.
- **Development Impact**- Overall, the development impact has been positively excellent for the community. The web presence of Palmers Cross has increased ten-fold. Rather than just the reporting of murders as a current Google search on “Palmer Cross Clarendon” now shows, there are also the articles on the Container Project helping to balance the media portrayal of the community and Jamaica. The beneficiaries have also spoken about an increase sense of self-motivation, an improved quality of life, the direct job opportunities facilitated, increased access and cost reduction of basic telecommunications services in the community. All beneficiaries are also proud that this effort is being “led by one of their own”, in Mr Jarman who has been an active member of the community for several years.

The achievements of the Project Manager, Mr Jarman, have added international and local exposure to the project. The project won the award at the *Stockholm Challenge 2008* ‘Education category – Life long learning using ICT for community development’ and in Jamaica, Mr Jarman was awarded the *Badge of Honour for Meritorious Services (BH(M))* in community development using ICT for young people and adults in the Palmers Cross area.

While the primary target members were those in the community, others in the Caribbean and the capital, Kingston are also benefiting such as the radio stations being facilitated by the Container Project. An unintended and negative impact of the project is that those who were fearful of exposing their illiteracy in Clarendon have become even more fearful and may be experiencing even greater alienation, based off the success of the Container Project. This needs urgent attention if maximum participation is to be achieved.

- **Sustainability:** This is easily the most challenging aspect of the project. The physical container needs to be further retrofitted to facilitate maximum training sessions. The need for funding beyond the existing model is also urgent to sustain the interest of the volunteers and the management team. In its present form, the Container Project lacks the financial capacity to reach all the target group members which it is capable of serving. The external impact of a relatively high crime rate will continue to be a challenge until more jobs have been secured for marginalised communities.

## 7. Recommendations and Lessons Learnt

Despite the resource challenges, it is evident that the Container Project deserves overwhelming and continued support. The following recommendations are being made at the project management, recipient, member state and UNESCO/IPDC levels:

- **Project management** – There is a need to log all project activities using a shared online platform so that the monitoring mechanism is better facilitated. Perhaps, one of the open source online project tracking tools could be used to supplement the current information on the website and the social networks. This could be placed in a Sponsor link, with secure access to the information. While information exists on the project, a formal project management structure has not yet been implemented.
- **Recipient institution:** The iconic strengths of the shipping container and the mobile as creative and development symbols for the community must be maintained. There is a need

to cement community ownership with greater school partnerships and alliances with other civic societies in Clarendon. For example, the illiteracy challenges will have to be sensitively dealt with and possible collaborations should be looked at for this particular area.

- **Member state:** Jamaica has clearly benefited from this project. Researchers need to be encouraged to do tracer studies on the 3,000 or more who have graduated from the Container. Of a total of over 26,000 in Palmers Cross, the Container could put together a realistic goal of influencing another 7, 000 lives over the next five years. Social researchers and criminologists could do the comparative impact on the crime and violence in the area during the same period, identifying greater evidence of the impact of the Container Project.
- **IPDC/UNESCO-** While there is a need for greater funding and technical upgrade, there also seems to be a need, based on feedback from Mr Jarman, for the project to identify its NGO or CBO status. Perhaps the Container could operate as one model and the iStreet as another if there are no signs of conflict.
- **Lessons:** The Container Project has a few lessons to share: It is evident that youngsters are motivated by the excitement of ICT and in particular, multimedia and Internet technologies. The challenge will be to convert the newly acquired skills into income earning possibilities for the beneficiaries and for the project.

On the other hand, the efforts of the project will prove difficult to sustain if opportunities remain limited. The support by local institutions seems lacking and efforts should be made, perhaps led by UNESCO, to change that. The need to expand partners locally and overseas is also evident and all the mileage from the successful overseas presentations should be documented and used strategically to gain more partners.

## Appendix

### Interviewees

1. Glendon Turner – Management Team /Computer Repair Specialist
2. Elaine Scarlett- Management Team
3. Colin Foster- Singer/Disc Jockey
4. Winston Stephenson- Management Team
5. Joneil Allen- Student
6. Gregory Forbes- Video editor
7. Wayne Morrison- Agri -processing specialist
8. Jason Banton- Business entrepreneur
9. Tilthia Egbert – student
10. Tremaine Porter – Disc jockey
11. Dave Trought – Businessman
12. Phillip Bryan Ellis- Video editor, Social activist
13. Shaun Sibbles- Clerical staff
14. Gary Gillepsie – video editor
15. Errol Sinclair- Graphic artist
16. Everton Edwards- Graphic artist /Instructor
17. Porsha Pettigrew – University student
18. Chantry Francis – student
19. Channelle Hudson – student and
20. Elissa Hutton - Airline worker (phone interview)

## **Evaluation of Projects funded by the International Programme for the Development of Communication (IPDC)in Jamaica.**

## WORK SCHEDULE AND METHODS

### CREATIVE MEDIA AND CREATIVE CONTENT DEVELOPMENT: INTERNET RADIO/MOBILE ICT LAB – THE CONTAINER PROJECT

<b>Timeline</b>	<b>Objectives</b>	<b>Activities / Methods</b>	<b>Outputs</b>
<b>Week 1</b>	<p><i>Discuss and promote media development</i></p> <p><i>Encourage the growth of free and pluralistic media</i></p> <p><i>Design work schedule and methods for Evaluation Consultancy</i></p>	<p>Gather key contact persons from UNESCO and make appointments</p> <p>Get familiar with project objectives submitted by UNESCO</p> <p>Review UNESCO evaluation framework- terms, principles, criteria and deliverables</p> <p>Do desk study on project documents, data sources, project website e.g. <a href="http://www.container-project.net">www.container-project.net</a> and Caribbean Internet Radio Portal websites..</p> <p>Have preliminary discussion with project owners and UNESCO on project scope and geographic reach.</p> <p><i>Identify logistical support for project- transport, materials and telecommunications.</i></p>	<p><i>Key dates, timelines identified and appointments made</i></p> <p><i>Design work schedule and methods with timelines, activities and outputs</i></p> <p><i>Preliminary inputs done on the Evaluation report template submitted by UNESCO.</i></p>
<b>Weeks 1-2</b>		<p><i>Interview Mr Mervin Jarman, project officer and discuss project status and milestones. Gather any additional project documents.</i></p> <p>Visit project site and observe 40ft container with 14-computer labs and mobile facility. Examine multimedia, radio-equipment and material at site.</p> <p>Interview a selection of beneficiaries from among marginalised youth from the Palmers Cross community in Clarendon.</p>	List of interviewees and documentation of interview findings
<b>Weeks 2-3</b>	Analyze project implementation process.	<p>Visit project site and examine infrastructure.</p> <p>Observe any inputs from the community regarding audio/video production, interface</p>	Inception report with inputs, results, outcomes and outputs.

	Conduct evaluation criteria related to project Efficiency and Effectiveness.	design and Internet usage. Get sample references.  Gather Efficiency details on project execution, outputs, timelines, problems and financial projections.  Gather Effectiveness details on results, project usefulness and problems encountered.	Assessment of efficiency and effectiveness of project.  Database compilation of findings.
<b>Weeks 3-4</b>	Identify results, achievements and challenges.  Conduct evaluation criteria related to project Impact.	Identification of lessons learnt.  Gather Impact details on project effects on immediate community.	Evaluation plan and draft Evaluation report.
<b>Week 4</b>	Conduct evaluation criteria related to project Sustainability.	Compile Sustainability details on project results, future perspectives and recommendations.  Report Writing	Final Evaluation report and Executive Summary

## EVALUATION REPORT PREPARED BY:

NAME	VILMA GREGORY
Nationality	Jamaican
1987- present Executive Chair/Founder	VILCOMM Multimedia Ltd. Designer/Developer of several web sites, online courses, multimedia products Trainer of over 20,000 persons in the Caribbean at all levels
1998- 2008 Project Leader:	UTech Multimedia Centre, University of Technology, JA Faculty Trainer, Web applications Developer, Multimedia Producer, Web and Intranet Designer, part-time lecturer in Multimedia Technology 250 lecturers trained in Multimedia & e-Learning , Online applications developed for electives, help desk, transcript retrieval, computer inventory and e-commerce

# JAMAICA

PROJECT TITLE: **DEPARTMENT OF CORRECTIONAL SERVICES PRISON RADIO NETWORK (REHABILITATION RADIO)**

PROJECT NUMBER: **PDC/51 JAM/02**

CATEGORY: Community Media

MAIN IMPLEMENTING AGENCY: DEPARTMENT CORRECTIONAL SERVICES

BENEFICIARIES: DEPARTMENT CORRECTIONAL SERVICES BUDGET: USD 32,000

## B. BACKGROUND AND EVALUATION METHODOLOGIES

### i. Background of The Prison Radio Network Project

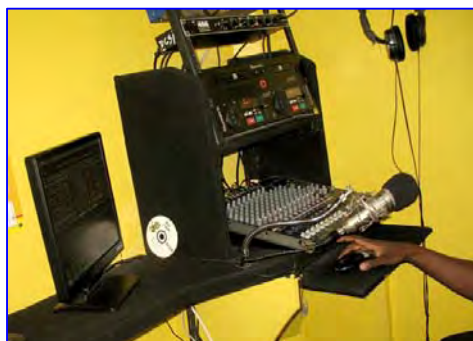
Based on a brief from documents in the UNESCO Caribbean Office and the UNESCO website, the Prison Radio Network Project may be described as follows:

- *FREE Fm* has earned quite a reputation as “the first and only prison community radio in the Caribbean”. It is a pilot project which was launched in June 2007, as a collaboration effort between UNESCO and the Department of Correctional Services (DCS) in Jamaica.
- The pilot site selected was at the Tower Street Adult Correctional Centre in Kingston, Jamaica which houses 1,600 adult male inmates, with maximum security.
- The community radio was branded *FREEFm* with *FREE* meaning **F**ostering **R**ehabilitation, **E**ducation and **E**ntertainment.
- The community radio is available to the external community on the 88.9 frequency, within a three mile distance of the prison.
- Since 2008, the radio station has also been delivering live streams online, for twenty-

four hours non-stop, with re-plays being done during the period that the inmates are unavailable. The live stream link has been created on the Caribbean Community Internet Radio Portal (CIRP), at the following address: <http://mcclinks.com/FreeTowerSt/freefm.html>

- The radio station is intended to be a tool for crime mitigation as it targets prisoners in Jamaica's correctional facilities. The target persons include correctional officers, administrators, inmates and families.
- Programmes have been developed to inform all involved about the penal system and any events, to educate the community on relevant and topical issues and to showcase the talent of inmates and the correctional officers who engage in joint projects and activities on the radio.
- The innovative radio network is intended to support the *DCS' Life Skills Programme*, aimed at a smooth re-entry into society for the inmates. It also provides a coordinated medium for education and communication in the prison.
- The community radio pilot has become an active third arm of the prison's *Students Expressing Truth (SET)* programme which dates back to June 1999. It already has a computer laboratory and a recording studio, aimed at the physical, mental and spiritual well-being of the inmates.
- There are also plans to expand the project to other institutions in Jamaica such as the Fort Augusta Adult Correctional Centre (Females), Rio Cobre Juvenile Correction Facility and South Camp Correctional Centres.

## 2. Purpose of the Evaluation



This external evaluation has been commissioned by the UNESCO Office for the Caribbean, on behalf of the International Programme for the Development of Communication (IPDC). The IPDC Bureau will present the evaluation report and lessons learned to the IPDC Council session.

*Prison radio station –FREE Fm*

The IPDC promotes media development in developing countries, by facilitating the growth of free and pluralistic media. The Prison Network Project was viewed as compatible with the priorities of the IPDC.

The evaluation should be completed before the 27<sup>th</sup> session of the IPDC Intergovernmental Council in early 2010.

## 3. Evaluation Methodologies



The following five main methodologies were used for data collection:

- i. Desk study on the UNESCO evaluation framework
- ii. Review of project documents
- iii. Onsite visit
- iv. Interviews and discussions
- v. Observations

*Head of Tower Street- Supt. Leroy Fairweather*

### Desk Study:

Desk Study work was done on UNESCO's evaluation framework which looked at the following five areas of assessment:

- A. **Relevance** – This will examine the relevance of the project objectives and the consistent matching with the needs of the beneficiaries, Jamaica and the global context.
- C. **Efficiency** – This will look at how the economic inputs have been converted into results.
- D. **Effectiveness** – This will look at the achievements of the project and its cost-effectiveness, based on the income and the impact it has had. Efforts to include the lowest cost alternative will also be assessed.
- E. **Impact** – The impact of the project will be looked at from three clusters: primary and secondary, positive and negative, intended and unintended.
- F. **Sustainability** – The possibility of the benefits being continued after the assistance period will be examined.

### Project documents:

Due to the change of personnel at the Rehabilitation Centre and the absence of key members of staff during the evaluation period, some project documents were not as accessible to the consultant as expected. Nevertheless, the following documents provided adequate information:

- The prison radio live link at <http://mcclinks.com/FreeTowerSt/freefm.html>
- The UNESCO final report done by the Correctional Services in January 2009
- The UNESCO press release in June 2007 at [http://portal.unesco.org/ci/en/ev.php-URL\\_ID=24798&URL\\_DO=DO\\_TOPIC&URL\\_SECTION=201.html](http://portal.unesco.org/ci/en/ev.php-URL_ID=24798&URL_DO=DO_TOPIC&URL_SECTION=201.html)
- The press release on FREE Fm's live streaming in April 2008 at <http://archive.digitalopportunity.org/article/view/160371>
- The Tower Street inmate profile and feedback on the prison radio in April 2009 at [http://jis.gov.jm/tools/printable.asp?print=/security/html/20090415t120000-0500\\_19220\\_jis\\_prisoner\\_finds\\_joy\\_in\\_teaching\\_fellow\\_inmates.asp](http://jis.gov.jm/tools/printable.asp?print=/security/html/20090415t120000-0500_19220_jis_prisoner_finds_joy_in_teaching_fellow_inmates.asp)
- The IPDC Prison Radio Network Project document at <http://www.unesco-ci.org/cgi-bin/ipdcprojects/page.cgi?g=Detailed%2F1004.html;d=1>
- Other community prison networks outside of the Caribbean such as the British Radio Network at <http://www.prisonradioassociation.org/?con=home>

<http://mcclinks.com/FreeTowerSt/freefm.html>



**FreeFM 88.9 ..... Listen to Free FM Live!!!**

**Tower Street**  
Rio Cobré  
South Camp Rd.  
St. Catherine  
Fostering Rehabilitation, Education and Entertainment). Community Multimedia project is an Information and Communication Technology (ICT) project. This is a joint initiative by the Department of Correctional Services (DCS) and UNESCO Caribbean. The project has been piloted at the Tower Street Adult Correctional Centre Kingston.

Free Fm is a project of the Department of Correctional Service in partnership with UNESCO. This is an innovative and exciting project driven by inmates and wards of correctional centres in Jamaica to enhance the rehabilitation process. The inmates use the opportunity to plan the programmes and showcase their talents.

Free FM A voice within the prison, for both inmates and officers, reaching out to the members of the society.



During the ceremony, the Commissioner of Corrections, Major Richard Reese tested his skill as a presenter. He was assisted by an inmate.

FreeFM was officially launched at the Tower Street Adult Correctional Centre in June 2007 and has been consistently on air since that

The feature programs for the month are:-  
- News - Vibes - Probation Live  
News  
Daily news bulletins on actions events and activities inside the institution.  
Vibes  
Various types of music that are played in the afternoons.  
Probation Live  
Probation Officers use the opportunity to aware the inmate populace of their role and function and the Parole Process.  
FreeFM is an extensive Rehabilitation Program, which gives inmates a voice that not only speaks to the prison population but also to society on a whole. It gives hope, it gives thoughts, and it gives life.



### *Onsite visit:*

The onsite visits allowed the evaluation consultant to observe the project, examine the equipment, observe the infrastructure and examine any physical outputs available. More specifically, the visit looked at the following items:

- **Culture** - The customs and practices of inmates, officers, visitors, family and other beneficiaries of the Prison Radio Network Project were observed for any perceived cultural and social values.
- **Equipment** – The equipment examined was the radio equipment used for doing the broadcast, which was situated in an adjacent room to the computer lab. The computers were not examined. A visit was made to look at the equipment in the music studio, next to the prison radio station, since this was the source of some of the music and audio being broadcasted on the radio.
- **Infrastructure** – The infrastructure for housing the Prison Radio Project was looked at in terms of space, alongside the technical equipment needed to make the project workable.
- **Physical outputs:** The outputs observed which related to the projects included one inmate doing a live broadcast and the random listening to the live feed on different days of the radio broadcast.



*Entrance to FREEFm prison radio station and computer lab*

*Prison Overseer Michael Anderson showing the music studio equipment used by the SET programme*

### *Interviews and discussions:*

Two formal preliminary face-to-face interviews took place with two members of the administrative management team who were located off-site. Two other interviews took place on-site with one Overseer and his immediate Superintendent who has been in the system for over forty years. Ten other interviews took place with the primary beneficiaries, seven inmates, who were under the supervision of three correctional officers. This took place in the computer lab which is adjacent to the prison radio network.

- **Preliminary interviews with the Administration /Management:** – After a few brief telephone conversations, two formal face-to-face interviews took place with Mr Campbell, Acting Director of Community Services and Mrs Sylvia Passley, Acting Director of Rehabilitation. The interviews discussed the motivation for the project, the project's history, the implementation process, the contributors and the vision of the future. The interview also covered the results to date, the equipment being used, training sessions and a general profile of the immediate beneficiaries, the inmates.





**Interviews with inmates and correctional officers** – Face-to-face interviews, averaging five minutes each, took place with seven inmates and three correctional officers. These interviews allowed for evidence-based feedback on their experiences with the Prison Network Project. All interviewees were asked to make suggestions for future enhancements of the project.

*Observations:*

The observations were recorded by the evaluation consultant as an outsider and external participant to the Prison Network Project. The three specific items observed included the following: operations and culture, the surrounding space and setting, individual and group interactions.

- **Recording of observations** - A netbook was used to record field notes and document any observations during the onsite visit. Due to privacy and security issues, the consultant was not allowed to take any pictures of the inmates.
- **Operations and culture** - The communication patterns and comfort levels between inmates and staff were observed and the general positive reaction to the prison radio was noted.
- **Surrounding space and setting** - Observations were made about the space allocated for the radio equipment and the inmates and how this contributed to the execution of the project.
- **Individual and group interactions** – The way in which the beneficiaries interacted with each other and with the management team was observed. The interaction with the consultant was also noted.

## B. ASSESSMENT - FINDINGS

### 4. Assessment – Objectives and Planning

The development and project objectives are outlined below, alongside the planned results and the specifics relating to the target groups and beneficiaries.

- **Development objectives-** As stated by the IPDC website, the Prison Radio Project seeks to enhance prisoner rehabilitation and education, while connecting prisoners with their external environment. It also aims to facilitate discourse between inmates, their families, the church and other rehabilitative elements of civil society.
- **Project objectives** – As seen in the project documents, the long term objective is to link all correctional facilities via radio and broadband Internet connections. Each institution in the penal system will contribute to the programming and benefit from the positive impact of the radio station.
- **Results/outputs planned-** The short term objective is to train over one hundred inmates, publish a quarterly newsletter, improve the infrastructure at three more facilities in Jamaica, establish a management committee, produce ten radio programmes and twenty digital stories, produce a training guide and increase the quantity and quality of the existing content.
- **Target groups /beneficiaries-** As mentioned before, the primary beneficiaries would be the inmates with the prison staff, family members and other civic groups being the secondary beneficiaries.

## Findings

Based on the feedback from the Mrs Passley and Mr Campbell, the training programmes have gone well, with over 100 inmates being trained from four Correctional Centres. In 2008, professional media personnel and Mr Jarman from the Container Project, delivered training sessions in two phases: the first phase was dedicated to the correctional and probation officers and the second phase was dedicated to the inmates and the wards. The training content included webpage design, desktop publishing and radio production sessions on handling Vox Pop, Features, music programming, magazine programming, discussion programmes, copyright and libel.

Superintendent Fairweather described the project as “*the best thing to happen at Tower Street in over 40 years*”. He said the direct impact of the prison radio on the rehabilitation process has been phenomenal, with less uprising, improved inmate behaviour and higher morale all around. In addition, the responsibilities given to the inmates as members of the management committee had helped them to reform their behaviour, since they were only selected for participation if they were on “good behaviour”. This has therefore created an incentive for good discipline, impacting even the most rowdy of inmates.

The short term objectives have however not all been met since there is a need to improve infrastructure and have more regular training and sharing sessions with the established media schools or media personnel. Mrs Passley expressed the need for much greater funds to regularly attract external personnel for delivering the training, especially for certain specialist areas. This would then result in better digital stories and radio programmes, areas in which there is still a need for improvement.

Mr Campbell, while considering the pilot project a success story, also expressed the view that a lull had resulted due to the challenge to assign staff and the need to balance entertainment content from information and educational content. Similarly, the long term objective of linking the other correctional facilities has not officially begun, based on findings on the ground.

## 5. Assessment – Implementation

The evaluation assessed the way in which things were done at the Prison Radio Network Project as the project tried to meet the needs of the prison community. As recommended by UNESCO, the activities, project management, collaboration and project monitoring were examined.

### Findings:

- **Activities:** The prison radio activities are carried out by about thirty inmates, with an additional two hundred and fifty indirectly involved in the preparations. More specifically, preparations include content research, staff interaction, interviews, pre-recordings, live broadcasting, informal feedback from fellow inmates and staff and participation in management meetings.
- **Project Management** – The Prison Radio Network benefits from the structured organisation of the SET programme, so that inmates are assigned roles as Director of Education or Sports and these roles help to filter content to the radio programmes. There was no sign of any formal project management tool being used in the project but the regular meetings by the group seem to help to adequately manage the projects. The tight deadlines naturally imposed by running a radio station also have a positive impact on the disciplined behaviour of the inmates.
- **Collaboration** – As mentioned earlier, there is close collaboration with the computer lab and the music studio which also form part of the SET programme. The initial need to

collaborate with Jamaica's Broadcasting Commission and the Spectrum Management Authority to obtain a licence to operate has also created avenues for partnership in the telecommunications landscape. Furthermore, the external collaboration with the Harvard Law School and its Berkman Centre for Internet, which assisted with the initial project idea, has given the project good international exposure.

- **Project monitoring** – Due to the tight maximum security and the constant supervision of the prison staff, there is constant internal monitoring of the project. As with most projects of this kind, there is the urgent need for better and more consistent documentation.

## 6. Assessment – Effectiveness and Impact

The evaluation assessed the progress, the achievements or non-achievements and the satisfaction of the beneficiaries. As recommended by UNESCO, the results, cost-effectiveness, development impact and sustainability of the Prison Radio Project were all examined.

### Findings

- **Results** – The rehabilitation results have, to date, been very promising. The incentive strategy of “good behaviour for participation” seems to be working well. The inmates have however expressed the need for equipment upgrade and replacement. Technically, they point out the fact that there is too much fluctuation in the signals, they have no headphones, few working microphones, limited preparation space and are in need of a Mac computer/software to benefit from better digital audio possibilities. They have positively embraced the training and feel that the train the trainer approach is good and sustainable. However, they feel that formal certification for their newly gained skills will be needed to help them to better integrate in society when they are offered a chance to do so.
- **Cost-effectiveness** – Based on feedback from Superintendent Fairweather, there is a constant need for stationery supplies which the DCS is not always in a position to meet. The stationery and other supplies currently get bought using funds received from a small on-site shop. This averages US\$ 100.00.00 per month, but this is not always available. The inmates are not paid to participate. The possibility of creating commercially viable radio content is therefore one to be looked at by all those involved.
- **Development Impact**- Overall, the development impact has been positively excellent for all the beneficiaries of the Prison Radio Network. The web presence of the online streaming has attracted audience globally, with visitors coming to review the model as a standard-setter for the penal system. The beneficiaries have spoken about this unintended exposure and the way in which the project has created links with their families and visitors. One other unintended impact is that the inmates actually prefer their own radio network to the established ones.

The positive and intended impact on inmate behaviour change is a measurable one since quantitatively, there is a direct and noticeable reduction in the violent outbursts since the introduction of the radio station. One other impact, which is not necessarily a negative one, is that the low-powered transmitters used in the project, now seem inadequate based on the expressed needs of the inmates and staff for increased exposure, beyond the range and capability of the current transmitter.

- **Sustainability:** The train the trainer approach used with the correctional officers who in turn train the inmates and the wards should be sustained. It generates good rapport with inmates and staff and boosts the morale and self-belief of all involved. The use of volunteers such as those from the SET programme will have to be stepped up, with perhaps media students in the tertiary institutions getting involved.

The guide for implementing similar radio stations should be given immediate priority and made

available online as a Caribbean contribution for others in the penal system. There might well be a possibility to earn from being the “first to the table” in the Caribbean.

The need for funding to meet the needs for expansion and replication cannot be overstated. The selling of content is one possibility but the sponsorship of specific segments to inmates, staff, families and visitors should not be discounted.

## 7. Recommendations and Lessons Learnt

Despite the resource challenges, it is evident that the Prison Radio Project deserves overwhelming and continued support. The following recommendations are being made at the project management, recipient, member state and UNESCO/IPDC levels:

- **Project management** – There is a need to log all project activities using a shared online platform so that the monitoring mechanism is better facilitated. Perhaps, one of the open source online project tracking tools could be used to supplement the current information on the website. This could be placed in a Sponsor link, with secure access to the information. While information exists on the project, a formal project management structure has not yet been implemented.
- **Recipient institution** - There is a need to improve on the existing space, setting and general infrastructure. While the project will always remain low budget, there is a need to seek long term funds so the good benefits are not lost. There is also a need to expand the partnerships with existing radio networks such as the one in Britain and learn from each other. The existing website also needs urgent upgrading, perhaps using the simple British model as a lead since it uses very basic and static pages, while delivering reasonably good information.
- **Member state** - The Tower Street Prison and Jamaica’s penal system have clearly benefited from this project. Researchers need to be encouraged to do tracer studies on the direct link with the introduction of the prison radio and the reduction of violent outbursts, since those figures are not readily available.
- **IPDC/UNESCO**- There is a need to replicate this project throughout the Caribbean. The evaluation shows that inmates and staff have benefited but there is a need to now keep up with the informed needs of the beneficiaries who have awakened to the powerful possibilities of community media.
- **Lessons:** The Prison Radio Network Project has a few lessons to share. It is obvious that community media is a strategic tool in crime mitigation. It is also obvious that these marginalised communities have hidden talents which the public should be informed about. To this end, a database on the existing capabilities and outputs from the inmates themselves, as well as , from the inmates and the wards/officers, should be pursued and maintained ,so that globally the lessons are shared and there is documented contribution to the Millennium Development Goals.

## Appendix

Beneficiaries interviewed:

### Staff

1. Superintendent Fairweather
2. Overseer Sinclair
3. Acting Director of Rehabilitation- Mrs Passley
4. Acting Director of Community Service – Mr Campbell
5. Correctional Officers (3)

**Inmates**

6. Inmates (7) assigned to the radio project

**Work schedule**

**DEPARTMENT OF CORRECTIONAL SERVICES PRISON RADIO NETWORK  
(REHABILITATION RADIO)**

<b>Timeline</b>	<b>Objectives</b>	<b>Activities / Methods</b>	<b>Outputs</b>
<b>Week 1</b>	<p>Discuss and promote media development</p> <p>Encourage the growth of free and pluralistic media</p> <p>Design work schedule and methods for Evaluation Consultancy</p>	<p>Gather key contact persons from UNESCO and make appointments</p> <p>Get familiar with project objectives submitted by UNESCO</p> <p>Review UNESCO evaluation framework- terms, principles, criteria and deliverables</p> <p>Do desk study on project documents, data sources, project website e.g. <a href="http://www.mcclinks.net">www.mcclinks.net</a> for prison radio and any associated websites.</p> <p>Have preliminary discussion with project owners and UNESCO on project scope and geographic reach.</p> <p>Identify logistical support for project- transport, materials and telecommunications.</p>	<p>Key dates, timelines identified and appointments made</p> <p>Design work schedule and methods with timelines, activities and outputs</p> <p>Preliminary inputs done on the Evaluation report template submitted by UNESCO.</p>
<b>Weeks 1-2</b>		<p>Interview Mr Campbell, Director of Rehabilitation, project officer and discuss project status and milestones with select members of the Project Management committee.</p> <p>Gather any additional project documents being used related to the culture of peace and non-violence and community re-integration.</p> <p>Examine quarterly newsletter and sources for radio content on the Caribbean Internet Radio Portal at <a href="http://www.mcclinks.net">www.mcclinks.net</a></p> <p>Observe any training workshop and examine content on communication, programming, broadcasting, engineering, videography, photography and multimedia skills.</p>	<p>List of interviewees and documentation of interview findings</p> <p>Content review of radio programmes</p>

