

COMMUNITY RADIO IN EAST AFRICA:

AN IMPACT & SUSTAINABILITY ASSESSMENT

OF THREE COMMUNITY RADIOS WITHIN THE EACMP



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LIST OF ACCRONYMS

EACMP	East African Community Media Project
ENA	EcoNews Africa
IOPA	Institute of Orkonerei Pastoralist Advancement
KKCR	Kagadi Kibaale Community Radio
LMC ¹	Local Management Committee/Radio Board
MCIDP ²	Mang'elele Community Integrated Development Programme
ORS	Orkonerei Radio Serevice
PMC	Project Management Committee
RM	Radio Mang'elele
Sida	Swedish International Development Agency
URDT	Uganda Rural Development Trust

¹ This term is used to describe the management committee or board of the radio stations

² This is the term used in the Constitution for the radio station. Previously, the organisation was termed MACOMPP (Mang'elele Community Media Project).

Foreword.

“Democracy and poverty alleviation can never be guaranteed by politicians alone, be they popularly elected or self-appointed. In the end, it is a question of people’s possibility of influencing their situation, claiming their rights and voicing their concerns.

Sida’s work with culture and media is ultimately founded on the rights of individuals; the right to freedom of expression, the right to exercise cultural and creative activities, the right to access information, the right to knowledge, the right to transform knowledge into action and the right to free themselves from poverty.

The prominent role that culture and media interventions should play in Swedish development cooperation is not only a question of rights, but also to a large extent of effectiveness. These are interventions that can make a real difference.

It is when people living in poverty are really able to influence, participate and have access to a public arena, that injustices, hunger, conflicts and abuse of power can be averted.”

Preamble to the Sida’s Policy: “Culture and Media in Development Cooperation”

“Culture and Media in Development Cooperation” is the title of a brand new **Sida policy**³. It was presented publicly in November 2006, and is the result of an extensive process of analysis and reflection based on Sida’s past work and experience. This policy replaces earlier policies in the area of culture and media, and springs from Sida’s overall development cooperation goal: **“to contribute to an environment supportive of poor people’s own efforts to improve their quality of life”**.

This new policy represents a major shift from earlier policies’ talk of “access to information ... [and] ...citizens right to all-round information and the free exchange of ideas and opinion”,⁴ and to further facilitate “people being able to exercise greater influence over development at the local, regional and national level”.⁵ The new policy much more firmly stresses the **right to** knowledge, to transform this into action and the right of individuals to **free themselves from poverty**; and the policy stresses that **culture and media is what makes this possible and effective**.

Impact assessment of the East African Community Media Project is with this new policy framework a core activity: wanting to ensure that the project actually, effectively ensures people’s right in a way that they can transform knowledge into action and thus free themselves from poverty. And this set of four reports documents that the EACMP is well on its way to do exactly that. There are still challenges for which reason Sida’s continued partnership is required, but three marginalized and poor communities are changing their lives for the **much** better through the use of community radio.

And through the set of rather detailed recommendations for a strengthened sustainability - and thus basis to continue the empowerment and change process – it is hoped that this study will not only assist a continued healthy development of the three radios within the EACMP, but hereby also facilitate the next step in the plan of the EACMP and its coordinator Econews: to replicate the experience by supporting new communities to develop community media of their own.

Looking to the powerful experience of the three radios in the EACMP network, and to similar experiences in many other African countries – and far beyond – one could wish for practically all communities to have their own radio. The huge challenge is for these entities to gain sustainability. It is the hope that the EACMP in its next phase will manage to come to terms with the core challenges here, and develop a consistent and broad-based model for change – sustainable change.

³ http://www.sida.se/shared/jsp/download.jsp?f=SIDA30665en_Policy-Culture.pdf&a=25665

⁴ "Policy for Sida’s International Development Co-operation in the Field of Culture, March 2000"

⁵ "Sida Looks Forward", page 6.

The studies carried out within this impact assessment process, document with some depth how positive development changes and empowerment taking place, include a strengthened sense of identity and culture, improvement in women's lives through insights and attainment of their human rights, empowerment of the community through information and communication, as well as improved livelihood in general.

The reports furthermore document how poverty is seen to be diminishing both with respect to the community's power, choice and material well-being. And the study demonstrates how the radios do this, also by looking to the degree of fulfilment of information and communication needs, and it presents a series of recommendations for further enhancing the sustainability of the stations – for continued change.

This report is the result of an impact study commissioned by the Division for Culture and Media within the Swedish International Development Agency (Sida). This report is an overview and summary of the three separate impact studies of each of the three stations with the objective to identify the 'Most Significant Change' in the three communities serviced by three community radios supported by Sida through the East African Community Media Project (EACMP).

EACMP is a sub-regional initiative involving four partners: the coordinator EcoNews Africa, an NGO based in Nairobi; Uganda Rural Development and Training Program's community radio (KKCR) in Kagadi, Uganda covered by this report; the Institute for Orkonerei Pastoralist's Advancement – IOPA – in Terrat, Tanzania; and the communities around Nthongoni in Kenya, home of the Mang'etele women's community radio.

Sida's support to EACMP – and therefore also this assessment process – is focused on the community radios within the overall programmes of community communication within the three community development organisations⁶. These radios are within the framework of this set of reports considered real, indigenous and local institutions within their home-organisations with long term perspectives in their own rights. The radios and their regional coordinating forum EACMP are therefore not here referred to as "projects".

The three separate impact studies were carried out by a team of two consultants: regional researcher Charles Lwanga-Ntale and team leader and international consultant Birgitte Jallo. This summary report is the sole responsibility of the team leader.

We extend our thanks to the many people and organisations who gave their time in support of this study. A special note of thanks to Danicom, who logistically organised and backstopped this consultancy on behalf of Sida.

Birgitte Jallo, Kroggaard, January 2007

⁶ As described below in this report – and with more depth in the assessment report of Mang'etele Community Radio (RM) – the overall organisation meant to run the radio has dissolved and is at present de facto non-existent. RM therefore de facto functions on its own.

“The vision for the project is to achieve community owned media facilities, that are democratically managed, sustainable, replicable and able to effectively and efficiently empower marginalized and rural communities and promote local culture for sustainable development”
The vision of the EACMP project's phase II.

1. INTRODUCTION

The Most Significant Change recorded in the three areas serviced by three pilot community radio stations in three East African communities were many, not to say ‘an impressive lot’. Communities, individuals and radio programmers and managers in and around the home location of the three radios in Terrat, Tanzania; Nthongoni, Kenya; and Kagadi, Uganda, shared their stories and experience with the impact caused by the radio since it went on air in 2002, 2004 and 2000 respectively.

Through two rounds of field visits by a regional researcher and an international consultant and subsequent analysis of the documentation, it is evident that ‘community radio’ has once again proven to be an excellent tool to facilitate participation, empowerment, stabilisation, and a positive development in livelihood – through the widening of the horizon of the listeners, by sharing information and presenting role models, by active use of the derived creativity, spurring debate and giving the most precious tool to the participating individuals, movements and communities: voice and empowerment.

1.1 A regional network of pilot radios – the course for the East African future

The three stations were all conceived within the framework of overall community development & empowerment-oriented organisations. Two of the radios – the one in Tanzania and the one in Uganda – remain within such a framework. In Kenya the intended framework never really materialised, for which reason the Radio Mang’elele is now de facto a community radio in its own right, servicing the community as a development tool in itself.

While the gestation of the two stations in Uganda and Tanzania was already contemplated long ago – in both cases some 10 years before they actually went on air in 2000 and 2002 respectively – they are now functioning within an overall organisational framework of the EACMP.

The East African Community Media Project (EACMP) is a sub-regional initiative involving four partners: (i) EcoNews Africa, NGO based in Nairobi, (ii) the Mang’elele Community Integrated Development Project (MCIDP)- in Nthongoni, Kenya; (iii) the Institute for Orkonerei Pastoralist’s Advancement – IOPA – in Terrat, Tanzania, and (iv) the Uganda Rural Development and Training Program – URDT – in Kagadi, Uganda.

The project is coordinated by EcoNews Africa, a sub regional Non Governmental Organization involved in lobbying and advocacy in the areas of trade and community media, based in Nairobi.

The three communities within the EACMP project represent the “poorest” level and people who are vulnerable or marginalized in the region; small-scale farmers, pastoralists and locally based women’s networks.

The project started in 1993 when EcoNews Africa organised a meeting to consult with community groups on their information needs in the context of the UN Convention to combat desertification. The four organisations were unanimous that the best and the most appropriate medium for reaching the community would be the radio.

They also recognised the limitations of private or government owned radio stations. Past experience had shown that private or government owned radio stations gave very little priority to information critical to rural communities, and relying on such stations to deliver the kind of information necessary to catalyse rural development would be impossible. Yet, there was a need to mobilise the local rural populations if meaningful development was to take place.

Such mobilisation was also necessary to secure the communities’ involvement in mitigating the adverse environmental consequences that threatened the development of these areas, but equally threatened to reverse gains made earlier in development.

The four partners agreed that the idea of a radio station owned and managed by the communities themselves should be actively explored. The above mentioned meeting resolved to create the East Africa Community Media Pilot Project (EACMP), which would have as its mandate the pioneering of the first set of truly community owned and managed radio stations in the sub-region.

Since 1996, Sida has supported the pilot phase and the three stations of the East Africa Community Media Project. The first phase (1996 – 2002) included technical and social surveys, development of codes of ethics and conduct, social mobilisation and technical and administrative costs. The support has also enabled radio production, broadcasting as well as institution building and strengthening. The communities and their organisations have had a strong ownership and increasingly raised funds for recurrent costs and during the establishment built the facilities voluntarily and contributed in kind.

During the second phase (2003 – 2007), the project has entered into the consolidation phase, which is the operative phase.

The **Overall Objective** of the project is:

- to strengthen the capacity of the involved communities to formulate, articulate and implement their development agendas and successfully negotiate among themselves and with external development agents on their development. It also aims at providing a means of accessing information in a timely and strategic manner, and in sharing the information to enable them to make informed decisions about their own development.

The **Project Objective** during the current phase is

- to develop the stations to maintain high quality broadcasting standards, be of high integrity and engage the listening public in professional programming. And through that to use information and communication in the communities’ struggle against poverty in all its forms; rights, resource mobilisation, knowledge production, empowerment.

1.2. The objective of the present study

According to the Terms of Reference, the objective of the present study is to develop three impact assessment reports covering each of the three community radios developed within the community media packages of the EACMP. A fourth report is meant to summarise the evidence-based impact assessments and to extract lessons learnt – namely the objective of this report. It is important to stress that this exercise is not an evaluation of EACMP, but a series of studies meant to document community radio impact – and to relate this to sustainability aspects of the institutions.

The present phase of the EACMP comes to an end in March 2007, and an internal evaluation workshop took place in Nairobi 6-7 May 2006. This workshop concluded among other things that the project has contributed towards reduction of poverty in various aspects and that the project as a regional initiative has contributed to the promotion of community radios and their operational conditions in all three countries. While there are indications of how the Community Radios have contributed to poverty reduction in the involved communities, the experiences have not been recorded systematically, and the statements had been little evidence based.

The objective and key purpose of the present study is thus, according to the study's TOR (see annex 1 for the full Terms of Reference):

1. To identify the most significant, positive (and negative) changes in poverty that have occurred in the three communities. In this study, poverty change will be defined as positive changes within domains such as:
 - Changes in people's livelihood (among others health, food security, personal security, infrastructure, water/sanitation, education etc)
 - Changes in people's participation, including empowerment, rights and awareness of rights
 - Changes in the sustainability of people's institutions and their activities.
2. To assess if, how and to what extent the community media centres (radio stations) have contributed to this change in poverty with a focus on both the editorial process in programme production and the contents and formats of broadcast output

1.3. The context of the present study – in general:

Since the early 80s, community radio has increasingly been used as a tool to further democratic developments in budding democracies, partly initiated by grassroots movements as a means to have a communication channel, a voice, a public platform. It has also been increasingly initiated within development projects and by development facilitators as a means of furthering local participation in development processes and empowering communities to become active movers and shapers of their communities' development agenda. And community media are increasingly being included into both national development plans⁷ and overall development agendas⁸, due to their experienced potential as important facilitators in these processes.

⁷ In the most recent second round of development of PRSPs in Africa, community media are increasingly being included as tools to facilitate the desired community participation and empowerment.

For most of the above-mentioned diverse range of community media, the overall objective has been to arrive at some kind of – more or less clearly defined – social change and empowerment. Some community radio stations have been created as part of a process, where the “here and now” effect is what has mattered, and where long-term sustainability has been neither formulated as an aim, nor necessarily been desired, including thus no special reflection on ‘the longer term’.

Such radio stations have been viewed simply as a tool to be utilised during the life of a movement. Other community radio stations have been created with a view to accompany longer-term social development, empowerment and democratisation. For these radios, sustainability has been at the core. Whereas the “social impact”, has been considered an implicit, almost automatic effect of especially the early part of the activist “movement media”, particularly for community radios with a longer-term perspective, increasing attention has been paid to finding ways of ensuring that the intended impact is actually generated and that the objectives and aims of the community radio are being realised. The only way to do this is by registering the impact and the changes occurring.

This is particularly important at the present time, as we are finding ourselves in an unprecedented positively “curious” environment of development planners (Governments and their partners), who start to believe that community media may actually be the powerful development tool needed, for positive people-based development change to take place. To sustain and strengthen this curiosity and openness – and to develop it into conviction and action – we need to be able to provide solid evidence of what kind of impact community media can have. Simultaneously we need to document the prerequisites for making this impact happen, in terms of organisational formats, capacity building, content development and presentation, as well as the crucial community ownership.

Measuring impact informs different important aspects of the life of the radio: it serves as a feed-back to the community management structures and the (volunteer) producers, facilitating continued development of the content; it feeds back to the community on air, sharing with them the perceived role and impact of the radio; and it is an important tool in the radio’s work with (funding) partners, demonstrating the effect of the radio in the community.

The surge of interest in and attention to the need for knowing the “social impact” of a community radio station, can be seen as emerging in parallel to the strong increase everywhere in the request for “results based management” and effective monitoring and evaluation. Impact assessment is an important part of this more general methodological field.

Whereas being precise and clear is important, many of the mushrooming monitoring and evaluation tools are very demanding in terms of human and financial resources, often involving external researchers in a scheme, which will only be possible within the framework of external involvement and funding. New research has considered the use of ethnographic research methods including in-depth interviews, participant observation, diaries and surveys⁹.

Evaluation and impact assessment techniques like the “Most significant change” presents ways into other, potentially more participatory and sustainable methods, as do the recent resources on Monitoring and Evaluation developed by the Communication for Social Change Consortium and the

⁸ Bilateral as well as multilateral development organisations and agencies are similarly starting to recognize the role of community media – see introduction of Foreword ref. Sida’s new Culture and Media policy.

⁹ Slater, Tacchi & Lewis 2003

IDRC promoted “Outcome Mapping”¹⁰, which uses progress markers to pinpoint the direct contributions, the outcomes of the station, to change. And moving as close as possible to endogenous, participatory, low-budget “bare foot” methods for impact assessment, the Mozambican community radio experience can be tapped¹¹.

Different methods are effective in different situations and environments. Sometimes it is possible to carry out the ideally suited methods, at other times some compromises have to be entered into for time, budgetary or other reasons. Whichever the methods, it is important to recognize their particular strengths and weaknesses, to adjust the processes appropriately – and to make use of the results adequately.

The challenge being met now is to identify and demonstrate what it is that makes community media good facilitators, how they (can) play their role as development dynamos, and to identify which kind of actual, sustainable impact they have produced within the communities.

The present consultancy has been designed to take a first step in this process within the context of the EACMP by reporting on the impact experienced in the three communities, and identifying what made that impact happen – what kind of programmes and approaches, and to identify how and why these programmes were possible: in what kind of institutional environment and through which processes were they created?

1.4 The context of the present study – a regional perspective:

While one of the very first African community radios saw the light of day in East Africa through the experience of the Homa Bay radio at the Kenyan shores of Lake Victoria in 1982, the ill fate of this first hope for empowerment communication – being closed down by a Government scared by giving control of the media away - was to become symbolic for the uphill struggles of the advocates of community media in East Africa for the years to come.

Taking the first steps only 10 years after the above mentioned experience, a 1993 meeting between three parties wishing to start community media and community radio activities under the coordination of Econews Africa, decided to join forces, and created the East Africa Community Media Pilot Project (EACMP), which would have as its mandate the pioneering of the first set of truly community owned and managed radio stations in the sub-region. It was, however, not until 2000, 2002 and 2004 that these radios were to finally see the light of day.

Now, some 13 years after the initial creation of the EACMP, and between 2 to 6 years since the three partner community radios went on air, it is obvious that not only the individual radio stations have had an impact, but that the regional collaboration experience has proven to be beneficial in different ways. The EACMP, coordinated and hosted by EcoNews Africa (ENA), and managed by the ‘Project Management Committee’, has provided a fruitful forum for development exchanges, mutual inspiration and encouragement, joint training sessions¹², and a concerted learning and development

¹⁰ Resources and information on outcome mapping: http://www.idrc.ca/en/ev-26586-201-1-DO_TOPIC.html

¹¹ Among others described in: „Assessing community change: development of a ‘bare foot’ impact assessment methodology“ By Birgitte Jallo, in Radio Journal, July 2005.

¹² It was noted by the author that the past package of training courses managed by Danicom on behalf of Sida was often referred to, and the training itself as well as its joint and rotating nature was much appreciated by programmers and managers alike. All courses in this package included participants from each of the three radios and the venue of the courses took place at one station at a time – thus facilitating exchange and learning through the ‘study trip’ component here.

process. While all the three radios have been used as models for inspiration and replication at national level and ORS FM even has been used by the Tanzanian legislators as a model for the drafting of legislation, ENA has also been very instrumental in lobbying for community radio legislation not only at the local and national levels but also regionally. The results are visible in important ways: for instance their success to lobby for a reduction of annual frequency fees in the 3 East African countries.

The coordinating role of ENA was found to be both interesting and potentially very important. Besides from having the secretariat of the EACMP at its office and responding to a number of important advocacy challenges at regional level, ENA has been available to support the individual stations at critical times, such as its involvement with the critical – on-going – re-organization of the governance structures at Mang’elele, including a lot of time spent facilitating elections of women groups and the eventual elections of the LMC for instance. Furthermore ENA has supported in the area of financial management, lobbying and advocacy, building capacity of the stations, identifying networking opportunities for the stations, and ensuring replication through providing information and visits to the stations by government authorities, and other interested parties.

While a full assessment of this regional aspect is outside of the framework of the present consultancy, the assessments of the three radios have generated a series of identified additional activity areas reflected in the recommendations of this report, where a strengthened regional coordination would be beneficial.

This development is set in the region of Kenya, Tanzania and Uganda sharing a common history, with the old East Africa bond based in English colonial ties and recent own socio-economic collaboration. All three countries have legal and real intentions of providing space for a free press, yet both legal revisions and real-life political practices need to be fine-tuned for this emerging democratic reality, which is still more than a stone-throw away.

Civil society – including the important role played by ENA – is quite eloquently fighting the battles that need to be fought for advancing the cause of good governance and a space for a free expression and journalism as a part of this. Independent newspapers exist in all five countries, with Kenya having the powerful past long history since the early 60’s, others starting with this later. Public service radio is largely non-existent, the national radio and TV services still being government controlled and oriented – even when these media are referred to as “public”. Community media, including radio, exist but within cumbersome, and often financially prohibitive legal frameworks and regulations. Uganda now has some 94 licensed commercial FM radio stations are now on air and 18 more have been granted licences, but are not yet operating¹³, Tanzania has almost 30 FM stations and Kenya some 40 operating FM stations.

In terms of community radios each of the three have a handful community-oriented stations, and the EACMP group took upon themselves a mandate to pioneer the first set of truly community owned and managed radio stations in the sub-region. In view of the present impact assessment this mandate and vision is important: being pilots, working with a firm view to be models for future replication, all of the aspects of community ownership, empowerment and sustainability need to be carefully addressed.

¹³ Broadcasting Council: “List detailing the number of parent radio station, repeater stations... in Uganda” 24. March 06.

2. THE METHODOLOGY EMPLOYED BY THE PRESENT STUDY

The objective and key purpose of the present study is very broad, aiming to have a holistic assessment and documentation presented, including the request to identify *changes in people's livelihood* (among others health, food security, personal security, infrastructure, water/sanitation, education etc); *changes in people's participation*, including empowerment, rights and awareness of rights; in *the sustainability of people's institutions and their activities*; and *to provide evidence how change* in all of these diversified areas *can actually be attributed to* the presence and work of *the community radios within the media centres* – and how.

As the first part of this study three individual impact assessments have been produced to feed the lessons learnt simultaneously back to the community, where each of the studies originated, and to the regional collective of the EACMP. To meet the objectives of this study, the “**Most Significant Change**” methodology¹⁴ has been employed to answer the questions relating to the community change and poverty related aspects, gender equality and empowerment aspects; **information and communication audits**¹⁵ have been carried out to assess the degree to which the community has actually had their information and communication needs met by getting a ‘voice’. These audits have furthermore informed the assessment of how it is that the radio has concretely managed to create this change, which has also been answered through **the information extracted in group meetings with radio producers** and **key informant interviews**. Finally the institutional sustainability assessments have been carried out based on **desk study of materials provided** prior to the field trips, **collection of additional relevant documentation on site**, and through all of the above- mentioned interviews, as well as **interaction and observation**.

The assessment fell in two parts: the first thorough field work was carried out by the regional researcher (please find itinerary attached as annex 2), working with several communities (see below) to establish to most significant changes since the start of the community media – and especially the community radio. Thereafter these identified change-stories were systematized and the community assisted in the important prioritisation: which is the MOST important. The regional researcher wrote up his findings in a first field study report.

After this first part of the work, the team leader one month later visited the communities again to consolidate and validate the findings, ascertaining that these were, indeed, the community changes caused by the radio (please find itinerary attached as annex 3 and list of persons met as annex 4).

The team leader worked with the producers to identify how and why the impact had been generated by the radio, and carried out an information and communication audit: Which are the community needs? And are they adequately met? And she worked with the management of the community media centres / radios to understand the issues pertaining to institutional (and the related financial) sustainability. After this she wrote up the set of four reports: Three impact assessments of the three radios, and the present summary report including an impact and sustainability assessment based in a cross analysis of the findings in the three communities around the three community radios / media centres.

¹⁴ <http://www.mande.co.uk/docs/MSCGuide.htm>

¹⁵ As presented in: http://www.undp.org/governance/docs/A21_guides_communicationforempowerment.pdf

Identifying the most significant change

During the first field research process the assessment team was made up by the regional researcher, Mr. Charles Lwanga-Ntale, with local research and translation assistance by persons knowledgeable of the local area and language. Criteria for selecting communities and segments of the population, which were to be visited by the assessment team, were progressively identified: first we wanted to hear as many different voices as possible. A combination of tools and approaches including gender and age disaggregated focus groups, semi-structured dialogue methods rooted in the participatory tradition, were used to derive the information from a cross-section of community groups, local governments, populations benefiting from the programmes – and the producers and managers of the community radios. All information was triangulated in order to gain consistency and richness.

The community discussions generally examined how community media, in particular community radio, and its availability to especially the disadvantaged groups affected people's livelihoods either positively or negatively, and what the most significant changes in such circumstances were. The research worked to ensure the involvement by disadvantaged groups, to strive to actually disclose the impact of the radios towards also these most marginalized groups and to monitor the level to which their information and communication needs were met. These disadvantaged groups were defined as those living on the margins, usually in the rural countryside. They are often over-represented by women and youth, as well as people living in especially difficult circumstances, such as disabled people, people with mental illness, ethnic minorities, excluded people, etc.

Once the stories were gathered from a variety of communities, groups and individuals, a larger community group was gathered. This group was constituted in different ways from country to country – in one case it was the community radio producers, who did the systematisation (also community members). Thereafter – in all cases - the result was triangulated and reconfirmed later.

During the work of the large community group, the stories were treated in two steps: first of all a validation of the individual stories took place: Each story was discussed, its general value and importance weighed: "Now, this is not my own story. But does this particular story reflect well the changes that our radio is causing in our lives?" Some stories were found to be too specific, marginal or maybe simply not containing any representativity. Other stories were maintained because they reflected well an important aspect – also when not of general importance. Finally some stories were simply general: "Yes, this is what the radio does to all of us!"

The next step in the process was then to see how the individual stories could be grouped together in clusters of significant community change: "Would this particular story fit into the category of improved governance? Or would it rather belong in the group of changes identified improving the rights base for women?" Some discussions were lengthy and not all of a final systematic logic which the researchers would have employed. But based on good arguments, the final grouping of stories followed the lines set by the community members. In some instances the community was organised in groups to discuss this systematisation, in some instances this took place in plenary. But in all three communities, there was a great level of unanimity as to the final selection of individual stories, the grouping of these, and their final prioritisation. This is described with more depth in the individual impact assessment reports.

When the team leader visited the EACMP partners, their radio stations and some communities one month later, the result of the above process was again re-validated and discussed. The 111 stories selected in the three communities are presented below.

3. WHICH IS THE COMMUNITY IMPACT GENERATED BY THE RADIOS ?

The impact generated by the three radios within their communities is described and discussed in much detail in the three separate impact assessment reports annexed (Annexes 5, 6 and 7). The impact will therefore not be repeated in detail here, but rather presented in summary with an aim to provide basis for analysis and discussion in the concluding chapters.

One of the main objectives of the EACMP project was for the community media to help reduce poverty. Looking to Sida's definition of poverty, being lack of **power**, **choice** and **material well-being**. These aspects of poverty have all been addressed – powerfully. All three radios have :

- Empowered (through info on rights, governance and transparency, dialogue and debate)
- Given **choices** (becoming subjects of own development processes)
- Facilitated a **strengthened livelihood** (income, health, security..)

The question now is concretely: which are these impacts? And what does this tell us vis-à-vis the objectives of the EACMP project and the visions and missions of the individual radio stations and community media centres? And what can be done to ensure the continuation of these important empowering processes?

When looking to the “Most significant changes” as systematized and prioritised by the communities, and grouping it under the three TOR headings, the empowerment and change aspects are clearly those highlighted most overwhelmingly, followed by the livelihood aspects. The institutional aspect is underrepresented. While many of the stories shared by people actually cover several areas at once, this overview is parallel to the sustainability assessment of the radios: they are all even very strong in the area of social sustainability and ownership, but still have a lot of work cut out for them in the areas of institutional and financial sustainability.



The “Most Significant Change” Categories identified and prioritised by the communities			
	Changes in people’s livelihood	Changes in people’s participation involving empowerment and change	Changes in sustainability of people’s institutions and their activities
Tanzania, ORS FM	Improved health status, especially for women and girls	Listening to one another as people of the same culture & community	Increased awareness about environment and conservation
	Improved efficiency in managing livestock	Preserve & promote Maasai culture & tradition through story telling, songs	
		Attitude change & education of Maasai children, girls esp.	
		Increased awareness of people’s human rights, especially rights of women	
		Improved governance	
Kenya, Mang’elele	Poverty reduction	Socio-economic equality of women: ability to voice their issues & concerns	
		Communication leading to improved awareness.	
		Governance and transparency	
Uganda, KKCR	A wider range of livelihood options	Knowing value of information	
	Reduced crime & tension	Recognizing people’s rights	
		People’s voice	
		Promotion of people’s participation	
		Society’s transparency and accountability	
		Gender equity and empowerment	

The three separate reports are full of stories sharing the many different powerful effects of the programming and processes in and around the three radios. Below these stories are presented to within the three areas specified in the TOR (Radio reports in annexes 5, 6 and 7). While many more stories were shared during the 6 field work periods by the team, those reflected below are the ones found as documentation and evidence in the three MSC impact reports.

3.1 Changes in people's livelihood – as told in the stories:

Tanzania, ORS FM - Improved efficiency in handling livestock:

- The radio responds to our needs, also in the area of handling livestock,
- We depend on our cattle. Radio has helped save our herds and maintain animal health,
- If the radio stopped now, we would be thrown back in poverty and ignorance
- The radio helps us trade wiser. We now know prices. We get good business / trading advice.

Tanzania, ORS FM - Improved health status:

- Traditional medicine is being re-valued. We learn how to use and what not to do,
- Lowering in seriousness and spread of communicable diseases,
- Harmful practices in terms of HIV transmission, such as Oloip, area decreasing,
- The mystery of HIV and AIDS have been demystified through the radio,
- Due to the radio our health situation has improved and this reduces poverty,
- We are now ready to sacrifice some cattle to preserve – or regain – health,

Kenya, Radio Mang'elele – Reduced poverty:

- Better farming and livestock-keeping methods are shared on the radio,
- Practical examples on how to start small income-generating projects are on the radio,
- We tried out the new farming methods we learnt about on the radio. Are now role models,
- Women have started earning an income. This is good for the family. Not always case w/men
- Men's alcohol use has decreased. Good for family, for productivity, more money for family,
- Thefts are quickly solved. Saves a lot in goods not disappearing,
- We save a lot using RM for announcements. Used to be very expensive via KBC,
- Learning about HIV/AIDS has given hope. Have already lost 4 children and other relatives,
- Before many youth were using drugs. This is decreasing due to RM. Good also against HIV,
- We learn about soil erosion, deforestation, soil fertility – and learn what to do for the land,
- Our area now has many more small traders. They use the radio to advertise

Uganda, KKCR – Wider range of livelihood options:

- I started selling radios. Due to the fame of KKCR, people buy a lot of radios from me.
- Due to KKCR advertising I am now a thriving businessman. And I am a role model,
- Traditional herbal medicine is gaining recognition. Good for our health and money,
- Traders cannot cheat us when KKCR gives us prices of beans and maize,
- Knowing the prices of produce we can choose when to sell and to whom,
- Credit schemes are now being advertised on the radio. Has helped many start trading.

Uganda, KKCR – Reduced crime and tension:

- Before you never felt safe. Now bandits know they will be reported. Much less beatings,
- Thefts are quickly solved: KKCR puts on air immediately and whole community searches,

3.2 Changes in people's participation, empowerment & change – as told in stories

Tanzania, ORS FM: Listening to one another as people of the same culture & community

- We can hear ourselves, people can hear what we are saying. Enhances image as a people,
- Local information is important. When child is lost, a goat or a donkey. Saves days,
- ORS powers our communities!
- When relatives die, we can immediately inform all about it.

Tanzania, ORS FM: Preserve & promote Maasai culture & tradition through story telling, songs.

- The radio brings pride and identity.
- Transmissions on culture most valued by young and old. Especially Maasai songs,
- The Kimaasai language has been preserved and is now valued,
- The radio works to find ways of changing traditions like Esoto and Oloip bringing unwanted pregnancies and HIV transmission.

Tanzania, ORS FM: Attitude change and education of Maasai children, especially girls

- Many girls now go to school. Would not have been imagined 5 years ago.
- Education has come to be seen as something positive, empowering. Never used to be so,
- Fantastic to receive information and education about us, our country and the world,
- For us who have never gone to school, the radio brings us learning on complicated issues.

Tanzania, ORS FM: Increased awareness of people's human rights, especially rights of women

- Situation changes a lot. Many men, however, still want to have many women, be strong,
- The radio helped a woman who had left her husband, get her children back,
- A women badly beaten by husband for disobedience, was treated and helped by radio,
- Above two cases concrete assistance – these cases are used on radio for discussion & change
- Frustration in Maasai men, due to many livelihood problems, resulted in domestic violence – radio seen to attach all of these root caused to frustration, leading to better lives in all ways
- Landrights: Government gave land private company for game reserve. Radio helped Maasai get grazing lands back,
- Fighting for village to get school nearby instead of far away, which decision makers want,
- Maasai area gaining pride and self confidence when they manage to stand up to authorities
- Without the radio we would have lost all of our land by now – and with it our livelihood.

Tanzania, ORS FM: Increased Governance at all levels.

- ORS FM our most powerful tool to hold political leaders to account
- Shock to hear people we knew on radio, later see other people from radio: it could be me!
- Village had chairman replaced who did not fulfil his duties,

Kenya, Radio Mang'elele: Socio-economic equality of women: ability to voice issues & concerns

- Radio has created good feel about ourselves [women], we have gained recognition by all,
- Radio supports women to move into the public sphere and to gain power through education, income and visibility,
- Sexual harassment, incest, rape and defilement have dramatically reduced due to radio info,
- Status of women at household and community levels has improved – because of radio,
- Airing drunk men, bragging about money etc, made them ashamed. Money now for family,

- Family stability has improved through many programmes focusing on this,
- Women have got freer movement. Before men prohibited them from any public life. This brings happier and stronger women with connections to the community. Good for family,
- Women are starting to have more access to use the radio sets in the houses.
- Men used to beat women – sometimes to death, or to cheat her of property rights. This rarely happens now when these cases are presented and discussed on the radio,
- Used to be considered a waste to educate a girl. This has changed. People want their daughters to develop and to become assets to the family in that way.

Kenya, Radio Mang'elete: Information and Communication leading to improved awareness.

- Communicating deaths and other family news via radio has strong impact,
- People's attitudes and insights are changing rapidly due to information – and language,
- We trust the information in the radio because we know and trust the people talking,
- We used to get information from city radios about what happens there. Now we get information about what happens here around us, through OUR radio,
- The radio informs about how to clear mosquito breeding grounds. Helps our health,
- Cholera deaths are usually 20-30 every year. Last year it was only 1 due to information,
- HIV positive people talk on the radio on living positively, prevention. Stigma almost gone,
- Many more people are being tested and talk about their status, due to the RM programmes,
- We never thought that we could do high profile jobs like presenting on radio. Gives pride,
- Radio uniting force between the Akamba and Maasai. Maasai also use radio for messages,
- Radio has generated a revival in interest in and knowledge about Akamba culture, tradition,
- Many choirs and bands are recorded by the radio. Generates pride, recognition and fame.

Kenya, Radio Mang'elete: Governance and transparency:

- Local leaders now think twice before engaging in corrupt activities. Radio will report,
- Politicians now give fewer empty promises. They know radio will follow up and confront,
- Radio got electricity earlier than promised. Company wanted to avoid bad coverage.

Uganda, KKCR: Knowing value of information:

- Information changed my life: hygiene, keeping surroundings clean, balanced diet, all!
- Transmission of family news over vast distances helps a lot. Radio is near and not expensive
- Radio explains well why to immunize your child, and about other illnesses,
- We trust the information we get from the radio. They are reliable, cannot be bribed,
- Enlightenment of community incredible. Information about boreholes, improved stoves...
- There are other radios using our local "R" languages. But this one helps us develop!

Uganda, KKCR: Recognition of people's rights:

- Community police used to behave as above the law, extort money, detention. No longer!
- People know their rights in case of detention. Has changed the way police works. Better.
- Violence against women has diminished after the radio started attaching the issue,
- Radio assists people about to be cheated of their land rights. Support and then report on radio,
- Before we had no idea about our rights. Were ignorant. Now we know. Huge difference!

Uganda, KKCR: People's Voice.

- Power and confidence to speak up. Learnt to read and write, and to call and lead meetings,
- Radio has created unity. All are the same on the radio, rich or poor. Discovered that many interests are the same. All under same umbrella, the umbrella of the Radio,
- Peaceful co-existence has replaced conflict due to more information about one another,
- Radio spurs us to work harder against the poverty we all live in around here. For better lives.
- Leadership programmes for the youth are uncommon. But good to prepare for the future!

Uganda, KKCR: People's participation:

- Strong ownership feeling of the radio in meetings with communities,
- People want the radio to stay. Would do anything to fight for its existence,
- Participation on the radio important. Even young people are good on the radio!

Uganda, KKCR: Transparency and Accountability:

- Corruption has reduced. Before the local leaders were partial. But now they don't want the radio to report unfavourably about them,
- Due to radio coverage teachers stopped to extort (extra) money to let kids attend classes,
- Leaders used to do what they wanted: put taxes on what we sold in the market (not a legal practice), steal from us in the market or whatever. Stopped because of the radio,

Uganda, KKCR: Gender equity and empowerment:

- Now clarity on what gender equity is. It is not to substitute men, it is to be equal,
- Our programmes built confidence and empowerment to women, and knowledge to men,
- A lot has changed for the better: women are now able to use the radio in the household,
- Women producers serve as role models to the women listeners: when they can, I can,
- My husband has started listening to me, he no longer beats me and he takes responsibility,
- Men used to control our every movement. Now women can move around freely,
- I never knew women actually have the same rights as men, can be elected, etc.
- A girl was sent to school after her father heard a story about the importance of it on radio.

3.3 Changes in sustainability of people's institutions and their activities

Tanzania, ORS FM: Increased awareness about environment and conservation

- The radio educates the listeners about what to do to protect the environment. The listeners formed a committee to protect areas threatened by illicit felling of native forest etc,
- ORS let by example of planting trees on compound. The many visitors took the example,
- Protecting scarce water resources: informing and teaching about effect of disappearance of trees to water catchment. A community watch service was developed, community members took turns watching over areas, where economic interests were planning to cut down forests.

3.4 One hundred and eleven stories of change - The tip of the iceberg

These 111 stories of community impact and change within the EACMP communities are but the tip of the iceberg. The team heard many more stories, and beyond those shared with the team, there are more. But the stories presented here are a qualified tip of that iceberg, as they have all been discussed, prioritised and reconfirmed by the communities: yes, these stories represent the most significant change!

With the stories told it is possible to weave a fabric documenting three peoples in transition in many areas and ways – with strong local specificities, yet with many parallels: the rights-based conditions in rural, relatively isolated and definitely marginalized populations; a traditional total subjugation and non-recognition of the rights of women and children and treating these as tradable property; total lack of seeing yourself as a possible important actor in your own life; traditional lack of access to decision makers; a past in ignorance, absence of “rights” and exploitation by those in power. The three radios have changed this, while boosting all the positive traditional values.

4. HOW HAVE THE PROGRAMME PRODUCERS CONTRIBUTED ?

4.1 How have the programme schedules been developed in each community

In order to ensure that a programme schedule of a community radio adequately reflects the interests and needs of all the many communities within the community – including the interests of those whose views and voices are rarely heard, it is important to base it on information / research covering all the many communities within.

Based on the information received during the field visits, the programme schedules have initially been developed based on the three radios’ intimate knowledge of the communities. Whereas URDT at the time (1999 – 2000) appears to already be working on the basis of the Appreciative inquiry methodology, some systematic community mapping has most likely been behind the first programme schedules. In the other two communities, this appeared to not be the case.

The Audience Research training course carried out by Danicom was meant to inform and inspire such future regular inputs into the planning of the programme schedule and the programmes themselves. KKCR has taken up this recommendation and started an annual procedure of doing impact assessment around the birthday of the station: the 2005 report is from September, the 2006 report from August.

All three radios do receive unsolicited as well as solicited feed-back from the communities on an ongoing basis. This can be from listeners calling in, visiting or writing, or the programme producers may ask some questions at the end of an interview or other reportage function in the field. It is obvious that this input helps orient both programmes and planning, and could be turned into the sources of regularly registered community feed-back¹⁶. But it is similarly obvious that when not recorded and analysed, the basis for decision making is rather coincidental. Furthermore this method or practice does not invite dialogue and participation – in case of eventual diverging “readings” of needs and orientation.

A final observation concerning the participatory nature of development of the programme schedule, is that the context and objectives of the individual station naturally also has bearings for planning and deciding on the profile of a programme schedule. Whereas the idea behind EAMCP was that all stations were one communication tool among any within a community media environment within an overall community development organisation, this scenario is still true for two of the stations, but not for the third. Being the tool and channel of an organisation means for KKCR and ORS-FM that the

¹⁶ As is being done in a number ethnographic research methods focusing on community radio including those developed by Slater, Tacchi & Lewis 2003, by Clemencia Rodriguez: <http://www.communicationforsocialchange.org/mazi-articles.php?id=247> and in: „Assessing community change: development of a ‘bare foot’ impact assessment methodology“, Jallof, Radio Journal, July 2005

many other community oriented activities of these organisations always will ensure that information is available about major movements and concerns in the surrounding reality.

Radio Mang'elele is, however – at least for now – a “normal” community radio station NOT embedded in an overarching organisational framework. This demands a lot more efforts to reach out (as it is on its own) and listen to the communities, both to inspire programme schedule, for preparation of programmes, and in order to ensure community ownership and connected-ness. When successful this could even mean an even more immediate contact between the community and the radio. But as said: it is more demanding and often not done – as in the case of Radio Mang'elele.

4.2 How are programmes developed? Participation and Involvement

All three radios have weekly planning cycles, where a weekly editorial meeting reflects on the programme content and quality of the past week and the preparation for the coming week. All three radios receive regular visits from the community, including suggestions for programmes or issues to be dealt with.

While the programmes in all radios are developed by persons – paid or unpaid – responsible for the different programming slots, the level of community involvement and influence on the programmes (content, format, style) appears to have the same overall intention of openness and good will, but in the practical every day a different profile:

In ORS FM a strong emphasis was found on identity of the Maasai people. Issues brought to the attention by listeners deal with livelihood concerns relating to animals and pastures, but also very much with issues relating to the culture. In many of the examples of cultural transformation processes accounted, the radio was seen to be an important and natural extension of the reflectory processes carried by both staff from the radio and IOPA. The listeners apparently see the radio as an important tool for dialogue and debate: we want to safeguard our culture, but we agreed that some of the most harmful practices – as for instance Female Genital Mutilation – need to be substituted by something else. How do we move forward.

Radio Mang'elele was in this study found to be seen very much as a protecting watchdog, informing and educating its listeners, and at the same time helping defend them against public malpractice, against harmful traditions, against male chauvinism etc. Someone who takes you in the hand, is a companion and a protector.

KKCR was clearly seen as both a moral, ethical and practical 'Mwalimu': A teacher and friend, uprooting old ideas of isolation and marginalisation, waking up and making you rise. And people around the radio appear to be using it as a platform to contribute to this process (the creation of the organisation of people living with AIDS in Igulika, and the gardener sharing methods to farm your small plot intensively) or as someone who accompanies you on a journey of development and consciousness raising, where building block upon building block helps transform family patterns, subjugation of women, passivity as a response to frustration and hopelessness.

Again, the community involvement and participation is there. But due to the absence of any kind of regular interaction with 'radio listening groups', community correspondents, broadly composed community editorial groups, regular road shows or so, it is difficult not to conclude that those most marginalized and most 'voice-less', are unlikely to be heard on the three community radios.

4.3 How do the radio producers see themselves and their role?

The radio producers in all three radios see themselves as important community developers. They appear all to be having an even very clear understanding of what is community radio – and its potentials. Whereas there are many parallels, there still are specific differences in the atmosphere and “soul” of each of the three stations, reflecting the local culture and the institutional history:

In *IOPA/ORS-FM* the producers see themselves as part of an overall collective constituted by themselves and the programme officers of the IOPA, who, in the everyday assistance functions towards the Maasai community, do each what each does best: interpersonal counselling, discussion or the like, and the radio bringing the specific cases into the general public with a community development perspective.

“I have worked with my colleagues to mobilise the community to work with us, to take part in the life of the radio and to trust the radio. And I think it works. We see people come to us, and to use us in the big challenges they meet in life. Many have come to see the radio as their mediator in conflicts. This is a huge challenge – and actually we are often able to make things work better!”
Lucas Kariongo, ORS FM

In *Radio Mang’etele* the producers had an even very well developed analysis of what their function is and can be vis-à-vis community development, and a similarly developed frustration over the local conflictual environment and general lack of understanding and recognition of community radio in Kenya.

“We know how important our work is. We have seen it and we hear it almost every day. That is why we work hard to improve from day to day. We see our role and function to assist the community in its development. And maybe we don’t carry out regular research as such, but we are very conscious to ensure that we provide the information the listeners need.”
Young male radio producer, Radio Mang’etele

In *URDT/KKCR* the producers generally have a dialectic understanding of their role, seeing that their work as a programme producer is to support and further development in the communities around Kagadi, and at the same time a process in which they engage – not as a neutral communicator, but as one of the community, and with personal benefits from the processes as well.

“If it was not for the URDT and its radio KKCR I would be dead today. I fell ill before the radio went on air and I would not have dreamt about telling people around me that I was HIV positive. But the radio brought empowerment, and after discussing time and again with the people there, I gained the courage to take charge of my own life. KKCR gave me time and I started doing a regular programme, telling about HIV and AIDS. Four years ago I took the step to say out loud that I was HIV positive.”
Omuhereza Katende, KKCR producer and Director of BUPHA, org. for People Living with AIDS

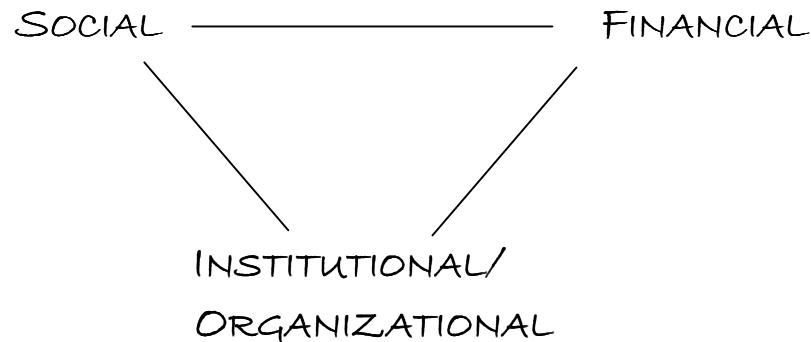
All three radios have strong, focused and devoted programme producers. In all of the three radios, however, the producers do not appear to be included in overall (strategic) planning and agenda-setting activities where the vision, mission and concrete objectives are revisited and the course continually updated and adjusted. The producers also do not appear to be very much neither informed about nor involved with the day-to-day running of the station from an institutional and financial point of view.

The benefits from such participatory practices and processes are generally known both from the private sector and that of the NGO/CBO worlds. When everyone knows “my place in this institution” and is familiar with the overall as well as specific direction and the reasons for eventual reorientation from time to time, then the subsequent effects on motivation and quality of services is usually very positive. Furthermore this aspect would seem a natural and important component of a democratic management practice (referring back to the vision of EACMP II).

5. SUSTAINABILITY ASSESSMENT: CONCLUSIONS

When discussing “Sustainability”, it has a tendency to become rather abstract. As always it is important to pull concepts like this down from the sky, and consider it a very concrete and technical matter, depending upon the concrete framework within which one operates, and with a number of core parameters growing out of that.

“Sustainability” has many different components, which can effectively be grouped in three, and where sustainability cannot be thought of without all three effectively in play¹⁷:



- **Social sustainability** includes ownership to institutions, processes and ideas, Development of local content, language, as well as local and cultural relevance,
- **Organisational sustainability**, including adequate legislation and policies, internal democracy, training and participation, appropriate and democratic structures, management and supervisory bodies, appropriate technologies, belonging to relevant networks,
- **Financial Sustainability**, includes a variety of aspects from building up realistic budgets, identifying local, national and international financial opportunities and desired funding mix.

While these three levels of sustainability are used as the organising principle in the recommendations below, and each of these are described in much depth in each of the three separate impact assessment reports, let me here highlight the core essence to extract as lessons learnt at the three levels of sustainability:

5.1 Summary: Social Sustainability

The essence of the “Most Significant Change” methodology actually is to bring about a documentation of the quality, rooting and effect of the aspects of social sustainability. And as very clearly demonstrated above in the overview table in chapter 3, the one aspect of poverty reduction receiving by far most “hits” in terms of community identified significant change, is: “Changes in people’s participation involving empowerment and change”. All of these relate to the level of empowerment growing out of ownership relations to the station, and stemming from adequate and inspiring content, the empowering use of local language, the re-validation of traditional, local culture etc.

All three radios have a demonstrated very strong, immediate¹⁸ social sustainability.

¹⁷ Presented like this by Alfonso Gumucio-Dagron and Hezekiel Dlamini: „Sustainability of CMCs“ in „How to get started and get going. A guide to CMCs“, UNESCO 2004

¹⁸ „immediate“ is mentioned here, as the lack of institutional anchorage of this might pose longer-term fragility. But the here-and-now STRONG social sustainability cannot and should not be questioned.

5.2 Summary: Institutional Sustainability

Which is the legal environment – is it enabling?

The basis for any sustainable community media development is a properly functioning enabling environment, first of all with regard to the legal framework. As mentioned above in chapter 1.4, one could characterize the legal framework in the three Eastern African countries as being on the verge of providing a legal framework for community radio:

The Ugandan parliament debated a new legal framework including provisions for a “legalisation” of community radio during the second half of 2006.

During all of 2006 Kenya was undertaking an ‘Information and Communications Bill 2006 Review’ including a Draft Code of Practice and Guidelines for Broadcasters and a ‘Regulatory Framework on Telecommunications and the Radio Spectrum’ including an expected space for community radio.

And in Tanzania media organisations are pushing a process to turn the less than ideal media laws better. A major setback was experienced with the enactment of the Terrorism Act 2003, which has sections greatly curtailing press freedom and freedom of expression and assembly, hoping that President Kikwete’s openness is for real.

In terms of community radios each of the three have a handful community-oriented stations, and the EACMP group took upon themselves a mandate to pioneer the first set of truly community owned and managed radio stations in the sub-region. In view of the present impact assessment this mandate and vision is important: being pilots, working with a firm view to be models for future replication, all of the aspects of community ownership, empowerment and sustainability need to be carefully addressed.

The Media Landscape around the stations

As described in the three reports, each of these have some other radio stations available, but all the many (!) interviewed unanimously state that except for the occasional enjoyment of other music or a religious service, then the three stations are the preferred sources of information, communication and entertainment. This also as they are the only community radios servicing the three areas.

With few exceptions the community radio is presented as a daily companion – being listened to when on air. Women’s traditional lack of access to dealings with cost implications (when listening to the radio it would imply an expense to pay energy or batteries) is in all three locations an issue of debate, and it is said that women are becoming freer and more able to also make listening decisions.

With the low literacy levels, there is no question as to the adequacy of the radio medium here.

Purchase of print media – expensive and coming with days’ delay – is not of interest in any of the three locations, also as all three stations carry daily press reviews – much listened to.

TV appears not to be a medium accessible within any reasonable financial range. For those visiting the Terrat and Kagadi centres, satellite TV can be watched.

The organisation and management of the radio

While the social sustainability is even very strong, as presented above, the organisation and management of the community media programme - for this study centrally the community radios – appears to be less in line with the principles of transparency, democracy and sustainable structures. In any case it is not easily extracted from the overall framework, which would seem to be ideal from a sustainability point of view:

As the radios are working in coordination with the overall programmes of the “mother” organisations in Uganda and Tanzania, it is not clear where one activity starts and another one stops. While this is unproblematic – and maybe even desirable – from the point of view of synergetic coherence of programming, it needs to be distinctly identifiable from the point of view of administrative and financial sustainability.

In Kenya a structure similar to the two above is still formally in place with the ‘Mang’elele Community Integrated Development Programme’ as the umbrella. This is, however, no longer de facto existing, leaving a simple structure around the radio, with the LMC as the highest decision making power - in representation of the community. Econews has already started facilitating a process to synchronise form and content, which will greatly assist the radio, presently existing at best in an organisational vacuum, at worst in the middle of a conflict and power-struggle.

ORS FM/IOPA is the only of the three organisations, which has worked consistently to develop, update and use strategic plans for their organisational development. It, however, appears that it has not yet really taken off as the powerful tool it can be for a pro-active, participatory management and leadership.

5.3 Summary: Financial Sustainability

As already mentioned above: the financial basis – and sustainability - of the organisations and the radios appear to be handled by the management levels. ENA has, however, developed an overall financial regime and framework, to which it advises the stations to adhere. This framework includes weekly editorial and management meeting where finances and work plans are discussed. The station managers are supposed to chair these weekly meetings and the heads of Departments do attend.

General staff meetings conducted once a month where all employees and volunteers attend are foreseen to ensure up-dates on finances and planned activities. Although this has not been perfected to the standards expected by ENA, they appreciate the efforts the station managements have put towards this open democratic way of handling finances

All the three stations are expected to forward their financial reports on quarterly basis and the local management committee must approve these reports before they are forwarded to ENA. This has been the practice for all the stations. When stations have not complied, ENA has in some cases returned financial reports. These processes are considered to be inclusive because finance departments prepare the accounts, then forward to station managers for certification before they are presented to the local management committee for approval.

Furthermore, all the stations are required to have two bank accounts, one for donor funding and the other for community funds. ENA advised the stations to do that to avoid much inter-borrowing. All the income from sponsored programmes, greeting cards, public announcements etc. are banked in the community bank account and the stations use these funds for budget lines which are not covered by the donor funding as well as development for the media projects and ICT as in the case of Mangelete. The signatories for these accounts are the same ones for the donor account, and the station manager is the mandatory signatory to avoid collusion among the locals. With this arrangement ENA feels confident that there are funds disappearing. Such practices of the past has, through long, hard and painful processes been effectively brought to a halt, according to ENA.

The local management committee members present the accounts for community projects and activities conducted during the year at the annual general meeting where all members are expected to attend. Although these meetings have been held yearly, ENA has advised the Boards to hold them twice a year. The accounts for the donor are presented quarterly and ENA compiles the combined report for on-ward transmission to SIDA.

These reports together with the work plans and budget for the year are always presented to the Programme Management committee (PMC) who sits at least once a year and approves the whole year work plans. PMC comprises two members from each station and three members from ENA. PMC meetings at times are called more than once in cases of conflicts and other matters.

Mangelete and ORS are still lagging behind when it comes to these best practices and the main reason is because the financial systems were set up much later than in URDT , where systems are found to be in place. Mangelete was worst hit when the previous local management committee together with the station management defrauded the station of their community funds – not donor funds. URDT has best financial systems and that is the reason why they perfectly manage their finances including being on air for 18 hours. The available funds from SIDA can only sustain 8 hours. ENA has noted in ORS, a great improvement in Finance management and with more capacity building and in-house training of staff they will soon be at par with URDT.

All of the radios present themselves as ‘community stations’ belonging to the communities, and as the donor funds received for the radios as well as the locally generated funds (from messages etc.) are then de facto – and maybe even de jure – the communities’ funds, then a total openness were to be expected around these. Maybe even a small “glass frame” on the wall of the station with the budget for the coming month and the accounts of the past would be an adequate way of being accountable to the community around its funds?

Both IOPA and URDT are well established, respected and recognized organisations with a long track record including financial management through a variety of funding, sponsorships and income mechanisms. There are as such most likely strong historical reasons for managing the set up the way it is done.

An external contemplation would recommend caution – also based on numerous cases where organisational growing pains, donor interest and support, coupled with a lack of appropriate clarity in financial mechanisms (and in-appropriate reporting) have caused upsetting and devastating collapses of worth-while organisations.

Maybe due to the present situation of Radio Mang'etele de facto operating as a single entity, the assessment team were briefed about financial management forms and plans very close to those recommended above. Also the team was very impressed to see detailed accounts for the locally generated funds (messages, announcements and other funds raised) including sources and their use at Radio Mang'etele. These funds are in many community radios “disappearing”, never fully accounted for, and an ever present source of potential rumours and conflicts, with the risk that the radio may lose the community trust and confidence so important for its effective functioning.

At present, Sida funds most of the expenses related to the functioning of each of the three radios – except for the (limited) locally generated funds. And when asked, it appeared as neither any of the three individual entities, nor the joint EACMP set-up had any kind of longer term partnership-cum-business plan, preparing for a systematic and needs-based exit of the major founding donor, Sida (now or in 3 years' time) and the entry of other funding partners. Getting such a scenario from design to transfer of funds takes a long time – often years. It would thus seem an urgent priority to develop such a financial foundation and security net along with an overall strategic plan – the first thing most eventual new partners and donors will ask to see.

It should be mentioned here that IOPA informed the review team that they had recently sent out no less than 36 proposals for funding to partners and donors. When asked for any kind of longer term budget, funding scenarios (which activities were to be funded by which donors, for instance), it appeared that no such overview or comprehensive budget or plan existed.

6. SUMMARY CONCLUSIONS AND RECOMMENDATIONS

At the core of the present impact assessment was the question, whether the community radio had managed to cause significant, positive (and negative) changes in poverty that have occurred in the three communities relating to (i) changes in people's livelihood, (ii) changes in people's participation, including empowerment, rights and awareness of rights and (iii) changes in the sustainability of people's institutions and their activities. And to assess if, how and to what extent the community media centres (radio stations) have contributed to this change in poverty.

6.1 The radio's impact on poverty

When looking to Sida's definition of poverty: lack of *power*, *choice* and *material resources*, then the answer is affirmative:

All of the three radios have importantly '*empowered*' the community around the radio through reinforcing identity and dignity – not least for women, girl children and people living with AIDS, by providing information on rights, furthering governance and transparency of the region, by putting a halt to conflict and furthering a peaceful development, and by generating in general a whole new dynamic in the community via dialogue and debate.

The radios has also provided '*choices*' to the listening community, who has demonstrated the many different ways in which they have become subjects of own development processes.

In the area '*material resources*' the radios have facilitated an improved livelihood in the area through information in the different important areas such as trading and business development, by

empowering women to be more economically active and take up loans, thus strengthening the families, and by improving the health – the basis of it all.

The reports (the 3 impact studies as well as this summary report) document the *important role of the community radios* in generating the above significant and very positive development results, and it highlights how this is organized and possible through information provided by the broadcasters and the community.

The information and communication audit demonstrates that (the few selected, but representative groups within) the community at the present time finds their information needs to be covered through their radio, where they like the programmes and their style.

As for the communication audit, the response is more diverse, with some segments in each of the communities to find their participatory aspects and their communication needs well covered – while others respond that the radio *does not provide* the space and ‘voice’ they would like. Not surprisingly are these views heard from communities more distant from the media centre / the station, and the view are heard from those with less money to spend on transport and telephoning, the women and the young men.

This is not a unique situation, it is actually rather common. All community radios known to the team leader have limited funds and move around much less than they and their community would desire. And this problematic is the reason why some advocate for community radios with a rather limited action range, thus ensuring that all of the communities within the community listening, can also with some ease be contributing, actively on air.

This discussion could be kept in mind when all of the three radios discuss the wish to install booster transmitters and links, to reach further (Mang’etele talks about covering all of the Kikamba speaking area; ORS-FM about reaching all of the Maasai and KKCR about reaching further based on many requests). While it is obvious that especially ORS-FM and KKCR would seem to have something general as well as specific to offer a geographically larger area, then the “watering out” of the community radio notion and capacity will increase and the level of frustration described above augment.

6.2 *The radio’s impact in view of own vision and mission*

All of the above demonstrates that the three stations – and the organisations around them – actually are working effectively in line with *both the vision and the mission* of these entities, which all relate to the aspects of the social sustainability. .

6.3 *People’s livelihood, participation and sustainability of institutions*

The three areas of focus for this study ask for documented evidence of changes in livelihood, participation and sustainability of people’s institutions. This can be seen to refer to the vision of EACMP’s phase II as expressed in the project document. The vision falls in two parts, asking that the project achieves:

- Community owned facilities
 - Democratically managed
 - Sustainable
 - Replicable
- Able to effectively and efficiently
 - Empower marginalized and rural communities
 - Promote local culture and:
 - Sustainable development

This report documents in detail that the three media centres and especially their community radios have managed effectively to fulfil the *second part of the vision*, focusing upon the community development and empowerment including the many aspects of a positive development in livelihood, including to assist the public to debate and to hold local governments, politicians and other bodies of importance of the local citizens to account on issues of importance to the lives and livelihoods of the communities.

With respect to the *first part of the vision*, the institutional and organizational aspects – including participation and sustainability of the institution, all stations appear from an observers view to be potentially sustainable – though naturally far from self-sustainable. This is especially true for the two stations functioning within an organism with the required capacity to raise funds from government, national organizations and the international development partners, as well as to account adequately for their use. Radio Mang’etele is for many reasons in a more fragile situation on its own. It does, however, as mentioned above, in its present day-to-day management set-up demonstrate a good level of financial planning and culture of community accountability. Still, however, all three stations have important challenges to tackle here – as detailed in the separate reports radio by radio – and in a general manner above. It has been the intention to include this all below, in the overall recommendations.

In terms of institutional replicability of the EACMP there are several observations and entry-points. URDT and IOPA have managed to generate impressive levels of community commitment and ownership to their activities, which this study documents to having been accelerated and extended through the work of especially the community radios. The study documents and provides ample verification of the strength provided through the interconnectedness of the community development organisations and their radio stations. Due to the particular nature and organisational framework of these community organisations, and their special level of grassroots’ community work and thus community ownership generated, the two organisations appear to having managed to transcend their de jure status as “NGO / institutional (community) radios” to that of de facto community stations in the everyday life of the stations. Still, however, it is clear that it is the “home” organisations: URDT and IOPA who one day could turn off the transmitter. This is, however, true of any community association running a station: the management board is in charge.

Radio Mang’etele (RM) was born within a comparable set-up of the Mang’etele Community Integrated Development Programme (MCIDP), which, however, disintegrated before getting really started. RM is therefore in a de facto situation of a community radio functioning as a community development facilitating mechanism on its own. While it is obvious that it does not have the strength and “depth” of KKCR and ORS FM, a community radio “on its own” can, when embedded in sound institutional and financial structures, be an even very valuable community development dynamo.

For many “model seekers” it will be more realistic to aim for a replication of RM than the impressive structures of URDT – and still overwhelming but somehow more realistically the IOPA. It is therefore – again – important to ensure that all aspects of a sustainable mechanism and machinery will be in place also here.

The “set” of three radios with all of their parallelities – but maybe even more so their individual specificities and differences - seem to room a strong case as a (set of) model(s) within the community media “laboratory” of EACMP, still, however, in need of strong support in the institutional and financial areas.

In terms of assessing the comparative advantage of the regional network of EACMP, there is no doubt whatsoever that the network is a strength for the radios. And there is furthermore no doubt that the EACMP could be a good incubator for new initiatives in the three countries. And the role of EcoNews Africa (ENA) is central in this respect: having a network “secretariat”, coordinating activities, being available to step in with advice, coaching, organisation of special inputs as needed on a both planned and ad hoc basis, is very important. While not centrally included in the present assignment the extent to which ENA is actually staffed to meet such a challenge is not known.

With more radios emerging – say having some 18- 24 radios in the network – it would seem natural for a network secretariat to include:

- a technical help-desk for diagnosis including spare parts, some repair and technical training capacity, (maybe part time or through an identified community oriented company)
- management and organisational coaching and training capacity,
- fundraising coaching, training and coordination of joint funding to all EACMP stations – and with capacity to assist the radios in the painful process of transiting from one major founding funder to that of a sustainable multi-donor set-up (see note 22 below),
- content development coaching and training capacity – including research, exchange systems, establishment of community editorial groups / community correspondents, radio listening groups, etc,
- web capacity running a web-portal updated on a daily basis, including news and inspiration for different types of community reporting, community involvement, community development, response to specific community challenges,
- legal assistance (ENA – and eventual a part time lawyer ad hoc)
- women’s network, supporting programming, involvement by women etc.
- etc...

This set of capacities need not be covered by a lot of people, but maybe 2-3 multi-skilled people who have vast own experience of running community radio, working with community development, content development, technical solutions and management, being eloquent trainers and coaches: respectful, simple, systematic, reliable, good people from the region.

A question presented by the President of the PMC and Chairman of URDT was whether replication of EACMP would be of use – and maybe importance - in other regions of Africa: West, Southern, Central? The way the value of the EACMP was seen during the present assessment process was principally as the secretariat backstopping, coaching and assisting in all of the areas mentioned above. EACMP was found to still be at a very early stage of fulfilling these functions (recommendations below propose to move forward on this), and the number of radios is so far only

three, which is not a lot to cover all of the needed capacity areas. The need for training planning has thus for the past three years been subcontracted to and covered by Danicom.

The described function and need of the EACMP¹⁹ is in the other regions of Africa gradually being covered by national networks and already existing regional networks²⁰. The logic of the EACMP is as such already in full implementation practically everywhere else in Africa – rooming, like EACMP at present, radios being part of an overall organisation / NGO / Cooperative with community development objectives, or “stand alone” community development radios belonging to the community through a community association, or even radios with strong community-orientation, often even community programming boards, but owned by (especially the Catholic – and a few protestant) churches or even in some instances the state. The nature of community empowerment and development, the channels for voice and self-determination has many avenues and uses many different types of radios – and radio networks.

While EACMP appears to be an ideal framework among the related nations of East Africa, it could be imagined that when one day the “roll out” is complete, and every self-identified community in the three countries has its own radio, then it could be considered that national networks would be more cost/effective? Time only will show. For now the EACMP appears to be potentially a good networking framework for community radios in the three countries of East Africa.

6.4 Recommendations

The following recommendations emerge from the impact assessment process carried out focusing on changes in the three communities caused by the radio – and the sustainability aspects of the radio. At the same time ways to further strengthen and extract benefits from the overall coordination framework of the EACMP – and its secretariat at ENA - is being considered.

It is important to note, that this is not an evaluation and that the study is neither meant to provide an extensive and exhaustive assessment of the full Sida funded project, nor of the individual community media centres and community radios. For implementation of a series of the below recommendations, further assessments or ‘mapping’ (maybe by the PMC?) could be recommendable.

Still, important pointers of how to further strengthen this important community development activity, have emerged in the course of the work and are shared here, in response to the issue raised in the TOR, asking for an assessment of the sustainability of the radio as an institution. The recommendations are presented in four clusters: general recommendations, and thereafter those relating to the three sustainability areas: social, institutional and financial, concluding with a discussion of replicability – a central objective of the EACMP project.

¹⁹ While ENA does have – at present – a Director who is also the President of AMARC Africa, this is not an automatic combination. And a President of AMARC may have a coinciding role in the area of advocacy, but not necessarily a lot more.

²⁰ Strong national Community Media networks have been active - often for long - in South Africa, Namibia, Zambia, Mozambique, Burundi, Mali, Senegal, Burkina Faso, Ghana etc. Regional networks are organised via MISA, around the Press Houses and PANOS in Central Africa, CIERRO in Burkina Faso for primarily French speaking rural / community radios, etc. Etc.

To ensure continuation of overall development framework of the EACMP:

To maintain and strengthen the cooperation framework of the EACMP including a stronger overall monitoring, coaching and flexible ad hoc solution finder fund;

1. It is recommended that Sida funds a next phase of the project of a 3 to 5 year duration – including a flexible ‘coaching fund’ for EcoNews Africa (ENA) to be able to act upon identified needs during monitoring;
2. To carry out assessment of equipment status in the three stations and consider inclusion of support to update/ completion of equipment needs within Sida funding package.
3. In preparation of next project proposal to Sida, to facilitate participatory planning processes radio by radio and for the EACMP network. These should include implementation plans (with ENA’s support role specified) and partnership strategies. It is important to consider the community media centres and the radios therein as individual entities within the overall settings – and as equal partners within the EACMP network.
4. To consider equipping EcoNews with capacity to effectively backstop community radios in all the different aspects of sustainability (or to find partners to collaborate with like a CMC help desk in the area for the technical needs; Danicom for training; or the like) including issues of: community ownership, community management, community mobilisation and participation, content development and content research, training and coaching, establishment of community editorial groups / community correspondents, radio listening groups, configuration of studios, preventive maintenance, diagnosis of technical problems, listing of repair facilities, management issues from HR over admin to finance, fundraising , development and management of partnership strategies, etc. If EACMP is to actually start replicating / rolling out “real community owned media” in the three countries, this will be needed!

To further promote the social sustainability aspects of the radio

Facilitate further strengthening of the very positive impact of the radio production processes and the resulting radio broadcast content:

- a. Ensure a continued high level of community ownership of the radio (consider mapping all communities within the overall community, consider source mapping or something else – to have a basic tool for ensuring giving a voice to all);
- b. Look into ways of regularly involving communities at the “outskirts” of the coverage area through: Involving geographic communities in *regular* reporting events at their location (á la road show)? Through community correspondents? Listening groups? Editorial groups?
- c. To continue involving local culture and cultural forms of expression as wrapping of community radio programmes.

To strengthen the institutional sustainability

Based on the documentation and analysis of the present (package of) report(s), it is recommended to:

- a. Continue to advocate for conducive legal framework at national level;
- b. Collaborate with other national actors to establish national networks of community media to facilitate ongoing coordination and support;
- c. Ensure visible and clear management and leadership around the radios including clarity in lines of reference. Important to streamline organisational framework to avoid potential built-in conflicts;
- d. Ensure full transparency in and of the organizational framework of the radios,

- e. Secure participatory planning, including development plans as basis for all to know their role and place and function in systems. A Strategic plan could function as guiding star and “sparring partner” for all. (This as clear plans and orientation gives freedom and facilitates creativity);
- f. Strengthen internal training policy, including continued training in all areas (programme production, technical management, community research, financial management....) to facilitate unproblematic exchange of staff and volunteers, when they need and want to leave;
- g. Ensure proper systems and capacities in place for technical sustainability (including regular maintenance systems – not reviewed during present assessment. Mentioned here to remind of importance);
- h. Consider a continued system of impact assessments. Presently the radios learn from the community – in unsolicited ways – what they think of their radio. There is, however, at present no regular system in place registering, for instance: What is the level of commitment, motivation and understanding registered in the communities, thus identifying the underlying mechanisms, tools and “movers” that will actually lead to the radios more effectively achieving their development aims, including the all-important reduction of poverty, empowerment and better lives?
- i. It is recommended for the Econews coordinating partner to have a more pro-active coordination, sparring and monitoring role in the future in support of all of the above – and to ensure implementation of recommendations in general. This would be seen as a way to benefit maximally from the regional set-up and coordination of the EACMP.

To enhance the financial sustainability

The thinking is here based on the notion of “sustainability” and not of “self-sustainability”²¹. While the radios from time to time have a variety of funding partners and donors²², a heavy reliance on the present one funder appeared to be the situation. Furthermore a lack of transparency on financial matters seemed to be the case. This is an important potential threat to the sustainability of the stations and the overall EAMCP and puts the continuation of the powerful impact results documented in these reports at risk. It is therefore recommended to:

- a. Reinforce openness and transparency in all financial matters. In a “community station” the funds received from funding partners and those received from the community in return for services (like messages) are in principle community funds. The transparency should therefore not only be towards all staff and volunteers within the station, but gradually also towards the community (learning about and understanding funding is also empowering!) – not to mention the LMC, representing the community in the station management.
- b. If not already in place, an electronic integrated financial software would be recommended. These come in more or less fancy versions and could facilitate transparency especially in more complex set ups. But already a “simple” community radio, receiving funds from – say – five different partners with different reporting

²¹ This distinction refers to the 1999 Lisa Cannon “Life beyond Aid” definition, suggesting that “sustainability” can be defined as: “the ability of an organisation to secure and manage sufficient resources to enable it to fulfil its mission effectively and consistently over time without excessive dependence on any single funding source [...] Sustainable organisations have, at minimum, a clear mission and strategic direction; the skills to attract resources from a variety of local, national and international sources and the know-how to manage them efficiently [...]”.

²² Including FORD, Rockefeller, FES, LWR, UNDP

methods and deadlines, could make good use of a simple one. Also such a system could facilitate a financial monitoring mechanism by EACMP, which would most likely be required by many partners – and be a supporting mechanism for fin/admin officers of the radios.

(Is such a system already in place, then kindly disregard this note.)

- c. Develop a 'partnership strategy' as part of the overall strategic set-up, which would work – strategically and in a planned way – towards a financial sustainability to be in force at the time of the withdrawal of the present only funder of the station, Sida.

Replication – why, how & what, when ?

Replication was among the early aspirations when setting the EACMP afloat. Develop strong models, and replicate these. The strong models are taking shape as documented, analysed and discussed above. And while there is still work to be done, it seems high time to start planning.

The national, regional and international environment²³ appears even very favourable right now:

- The three East African countries have each a handful of community-oriented radio stations on air – and a lot more in the making.
- The legal framework to make this all “legal” - and in that sense sustainable - is about to fall in place in all three countries as could be seen in chapter 5.2 above.
- At the same time the international community is right now waking up – finally – realising that community radio actually can generate the changes wanted for so long, because it is really not money that creates development. People do. (see chapter 1.3 above),
- And this report's foreword opened: Sida has just adopted a new rights and empowerment based culture and media strategy.
- At the same time the poverty reduction strategies in all of the three countries (and many others around Africa) call for decentralisation and communication strategies have to be developed – and community radios are needed to actually implement what is in there,
- Community radios are called on by national as well as international development actors, to channel development action and improved livelihoods²⁴.

The framework as such seems to be very favourable and in place. And in principle every community deserves their own community radio. What now needs to be determined is when the body of EACMP experience is adequate to be replicated?

This assessment has presented the powerful community change that has taken place due to the work by the three stations within their different institutional settings, but it has also put its finger on some of the sore spots: the institutional and financial sustainability aspects are far from in a shape to be replicated as is.

At least three options appear:

- Wait for another 2-3 years and work hard with getting the full sustainability in place?
- Start planning for replication (the time is ripe!) and include experiences from elsewhere for the EACMP models in need of improvement in some areas. Examples: South Africa, Mozambique, Zambia, Mali, Senegal, Ghana are among the obvious “neighbours” based on whose experience, a “support package” could be put together?

²³ See chapter 1.3 above

²⁴ One example is the evaluation of the Sida funded „Regional Environmental Journalism Training Programme...” - see recommendation 3.5. page 56 of the document (Aboobe page 60): http://www.sida.se/shared/jsp/download.jsp?f=Utv06-19_SIDA30661en.pdf&a=25661

- The latter version could at the same time be seen to infuse the pilot radios with tested experience.

The recommendation here is thus to take the third option, to move ahead with replication for a “Wave II” of new radios, and to – at the same time - inform the sustainability process of the “EACMP wave I” pilot radios!

And the existing community radios in the three countries: when will they be included in a future capacitating framework of the EACMP – to contribute and to benefit???

ANNEXES

- Annex 1 Terms of Reference
- Annex 2 Itinerary Regional Researcher
- Annex 3 Itinerary Team leader
- Annex 4 List of persons met during team leader's mission
- Annex 5 Tanzania – MSC Impact study
- Annex 6 Kenya – MSC Impact study
- Annex 7 Uganda – MSC Impact study

Terms of Reference

Ref. no.:

Date:

04/09/2006

Consulting services for an impact assessment of East African Community Media Project (EACMP) 2000-2006.

1 background

The East African Community Media Project (EACMP) is a sub-regional initiative involving four partners:

1. EcoNews Africa, NGO based in Nairobi.
2. the Mangelete Community Integrated Development Project (MCIDP)- in Nthongoni, Kenya,
3. the Institute for Orkonerei Pastoralist's Advancement – IOPA – in Terrat, Tanzania, and
4. the Uganda Rural Development and Training Program – URDT – in Kagadi, Uganda.

The project is coordinated by EcoNews Africa, an intermediary NGO in the field of communication development, environment and media, based in Nairobi. The three communities represent the “poorest” level and people who are vulnerable or marginalized in the region; small-scale farmers, pastoralists and locally based women’s networks.

The project started in 1993 when EcoNews Africa organised a meeting to consult with community groups on their information needs in the context of the UN Convention to combat desertification. The four organisations were unanimous that the best and the most appropriate medium for reaching the community would be the radio. They also recognised the limitations of private or government owned radio stations. Past experience had shown that private or government owned radio stations gave very little priority to information critical to rural communities, and relying on such stations to deliver the kind of information necessary to catalyse rural development would be impossible. Yet, there was a need to mobilise the local rural populations if meaningful development was to take place. Such mobilisation was also necessary to secure the communities’ involvement in mitigating the adverse environmental consequences that threatened the development of these areas, but equally threatened to reverse gains made earlier in development.

The four partners agreed that the idea of a radio station owned and managed by the communities themselves should be actively explored. The above mentioned meeting resolved to create the East Africa Community Media Pilot Project (EACMP), which would have as its mandate the pioneering of the first set of truly community owned and managed radio stations.

Since 1996, Sida has supported the pilot phase and the three stations of the East Africa Community Media Project. The first phase (1996 – 2002) included technical and social surveys, for development of codes of ethics and conduct, for social mobilisation and technical and administrative costs. The support has also enabled radio production, broadcasting and institutional building at a basic level. The communities and their organisations have had a strong ownership and increasingly raised funds for recurrent costs and during the establishment built the facilities voluntarily and contributed in kind.

During the second phase (2003 – 2007), the project has entered into the consolidation phase, which is the operative phase.

The **Overall Objective** of the project is:

- to strengthen the capacity of the involved communities to formulate, articulate and implement their development agendas and successfully negotiate among themselves and with external development agents on their development. It also aims at providing a means of accessing information in a timely and strategic manner, and in sharing the information to enable them to make informed decisions about their own development. The **Project Objective** during the current phase is
- to develop the stations to maintain high quality broadcasting standards, be of high integrity and engage the listening public in professional programming. And through that to use information and communication in the communities' struggle against poverty in all its forms; rights, resource mobilisation, knowledge production, empowerment.

In order to achieve the objective for the implementation of phase II (2003-2007) improvement were planned to be done in areas of:

- Management and institutional development
- Staff training
- Technical improvement of the studios and other facilities including transport
- Quality broadcast and programming
- Knowledge and skills in community research as well as audience research
- External relations
- Fundraising
- Institutional cooperation and exchange

The major challenges in this phase has been to produce accountable and good quality programs that meet significant needs of the public; to maintain the standard of the stations, and; to further develop the long term sustainability plans for the stations.

The present phase comes to an end in March 2007, and an internal evaluation workshop took place in Nairobi 6-7 May 2006. This workshop concluded among other things that the project has contributed towards reduction of poverty in various aspects and that the project as a regional initiative has contributed to the promotion of community radios and their operational conditions in all three countries. **While there are indications of how the Community Radios have contributed to poverty reduction in the involved communities, the experiences have not been recorded systematically, and the statements are little evidence based.**

The EACMP is in the process of formulating a project document for continuous cooperation over a new three-year period, i.e. from 2007-2010, and Sida is considering support to the project for the

next phase. As a basis for this decision, it is found useful to have indications of the impact of the EACMP since the community media centres became operational.

Therefore, Sida has decided that a limited impact assessment should be carried out in September-December 2006 primarily to identify the poverty reduction impact of the EACMP among the public in the three communities.

2. AIMS AND OBJECTIVES OF THE STUDY

The key purposes of the present study are

2. To identify the most significant, positive (and negative) changes in poverty that have occurred in the three communities. In this study poverty change will be defined as positive changes within domains such as:
 - Changes in people's livelihood (among others health, food security, personal security, infrastructure, water/sanitation, education etc)
 - Changes in people's participation, including empowerment, rights and awareness of rights
 - Changes in the sustainability of people's institutions and their activities.

These domains may be specified and adjusted in accordance with local conditions in the three communities.

2. To assess if, how and to what extent the community media centres (radio stations) have contributed to this change in poverty with a focus on both the editorial process in programme production and the contents and formats of broadcast output.

3. PLANNED OUTPUT

1. An Inception Note to be presented to Sida, Danicom and Econews including a description of the methodology to be used and a plan including a time schedule for the study, and a format for the final draft report.
2. Three field study reports including the results of the quantitative and qualitative research including the recorded stories and other evidences and cases of change from each of the three EACMP communities and reports on broadcast (and other) contributions relating to field research information gathered.
3. A draft report to be presented for and discussed with Sida including
 - a synthesis and analysis of the results of the field studies and an assessment of the contents, formats and other features of the radio programmes relating to "cases of change" under point 2..
 - a summary of the key findings and lessons learnt.
4. A final report

4. METHOD OF WORK

In the absence of baseline data and indicators, the study will be based on a process similar to those described for *Monitoring Without Indicators* and *Most Significant Changes*²⁵. In accordance with these other similar methodologies, both positive and negative changes will primarily be described and secondly explained. The process should be based on collection of data in the form of stories, grasps and evidences unforeseen consequences of the interventions.

The work will mainly be a field study divided in three steps:

Step 1

- # 1. A qualitative research on general, local public opinion regarding the priority of needs when it comes to areas of social change to reduce poverty.
- # 2. A qualitative field research to identify the most significant changes that have occurred according to opinions among selected groups of the general local public in the local community.
- # 3. A qualitative field research on the general local public opinion on the role of the community radio broadcaster and its broadcast output regarding the most significant changes listed above #2 .
- # 4 A qualitative field research on the general local public opinion on the role of the community radio broadcaster and its broadcast output regarding the priority areas of social change listed under #1.

Step 2

- A compilation of information on radio broadcast output relating or otherwise connecting to the information collected on most significant changes in the qualitative field research in step 1, # 2.
- A qualitative field research on the opinions and experiences of radio broadcasting station staff (possibly in stratified groups according to gender, task/duty) when it comes to the role of the community radio broadcaster and its broadcast output regarding the priority areas of social change listed under step 1, # 2.
- A qualitative field research on the opinion and experiences of radio broadcasting station staff (possibly in stratified groups according to gender, task/duty) when it comes to the role of the community radio broadcaster and its broadcast output regarding the priority areas of needs when it comes to areas of social change listed under step 1, # 1.

Step 3

- An analysis and conclusions of the field research information (Step 1) and the compilation of information on radio broadcast information etc.(Step 2) of each of the three communities and radio stations.

The field studies will be based on, among others, an analysis of existing data and surveys on the audiences' listening habits, information needs, and other relevant materials.

²⁵ The "Most Significant Change" (MSC) Technique: A Guide to its Use. Rick Davies and Jess Dart, April 2005.

The studies will be carried out in a participatory manner, i.e. involving the relevant stakeholder of the EACMP, among others the general, local public, staff and volunteers at the local radio broadcasting stations, PMC and Local Management Committee (LMC) members.

Semi-structured interviews and group discussions will be used for collecting data the stories and other evidences, and the respondents will be selected in accordance with defined criteria and will comprise a representative selection/sample of the local general public .

The qualitative data (collection of stories etc.) will be carried out by or in cooperation with local researchers and their assistances who are familiar with the culture and the local languages of the research areas.

The team leader will discuss the results with the local researchers and the EACMP stakeholders, assess the relevance of ways/methods of production, formats and contents of programmes, select the stories, synthesize and summarise the key findings and lesson learnt.

5. SCOPE OF WORK

The scope of work will include but not be limited to the following:

1. Identify and analyse possible existing data on audiences. Study available materials and the EACMP project documents and reports;
2. Liaise and consult with the EACMP Project Management Committee (PMC) on plans and methodology for the study;
3. Consult the EACMP stakeholders and relevant actors.
4. Develop methodology and plan for the study;
5. Prepare and submit an inception report (see output 1);
6. Undertake the field studies at the three sites including:
 - Review and revise if needed the chosen domains for poverty reduction (see Objectives)
 - Selection of focus groups and respondents (among the public)
 - Preparation of question guide and reporting forms
 - Collection of stories of change and other evidences of change
 - Reporting.
7. Select stories, analyse the field studies, and assess the poverty reduction aspects
8. Compile information on radio broadcast output relating or otherwise connecting to the information collected on most significant changes in the qualitative field research.
Compile information on opinions and experiences according to Step 2.
9. Analyse and make conclusions of the field research information (step 1) and the compilation of information on radio broadcast information (step 2) of each of the three communities and radio stations
10. Presentation and discussion of the draft report
11. Prepare and submit final report

6. COMPOSITION OF THE TEAM

The team will comprise:

- A Team Leader (International Consultant) who will be overall responsible for implementation and co-ordination of the assignment and for drafting the inception report and final report in cooperation with the local researchers.

The Team Leader should have a Masters in media/communications or related fields. He/she should have experience within evaluations and impact assessment studies and qualitative research methodologies. Knowledge of the community radio concept and implementation would be an advantage.

- A team of one regional Researcher and three local Research Assistants - one for each of the three field studies. The team will be responsible for carrying out the field research.

The local Researchers should have a Masters degree in Sociology, Anthropology, Communications or related fields and he/she should have experience with implementation of qualitative research, evaluations and/or impact studies of rural communities.

The local Research Assistants should know the local culture and master the local languages of the three sites. The local Research Assistants may be teachers, students/trainees, volunteers or others with relevant qualifications from the communities in question.

The Team Leader and the local Researchers should be familiar with the key principles of the *Most Significant Change (MSC)* technique.

7. TIMING AND WORK PLAN

The study will take place from September to early December 2006 and involve following working days for the team members:

Team Leader: 36 working days including 2 travel days (see below tentative schedule).

1 Regional Researcher: 41 working days in accordance with below schedule.

Research Assistants: 3 x 5 days during field study.

8. ACTIVITY PLAN FOR THE IMPACT ASSESSMENT

Activities	Time	Amount of working days	
		Regional Researcher	International Consultant
Inception Report including methodology and plan	6-12. Sept. 2006	1 day	5 days
Submission of inception report	13 Sept. 2006		
Feed back on Inception report from EACMP	21 Sept. 2006		
E-mail (skype?) discussion of Inception.Report with Sida	22 Sept. 2006		1 day
Preparation of field studies, selection of respondents and preparation of interview guides	25-28 Sept. 2006	4 days	1 day
Implementation of field studies in Kenya, Tanzania and Uganda	October 2-20, 2006	16 days	
Reporting	Oct.23 – Nov.1, 2006	8 days	
Submission of field study reports to Team Leader	November 6, 2006		
Field Visit Team Leader: Discussion of results of field studies in Kenya, Tanzania, and Uganda Meetings and discussions with Regional Researcher and EACMP stakeholders	13-27 Nov. 2006	2 days	15 days
Debriefing ENA/PMC	27 Nov. 2006		1 day
Preparation of final draft report	Beginning Jan. 2007		10 days
Discuss of Draft Report Sida	Mid January 2007		1 day
Prep. & submit final report	End January 2007		1 day

9. RELEVANT DOCUMENTS

- EACMP Project Document, Phase 2 (2003-2007)
- How radio can mobilise people and improve their lives – An evaluation of community radio in East Africa and a proposal for institutional cooperation, SR, Stockholm 2001.
- Audience Research Report, Danicom 2004.
- Danicom Training reports 2004-2006
- EACMP Progress reports
- Training Progress Reports, Danicom 2004, 2005, (2006)
- The “Most Significant Change” (MSC) Technique: A Guide to its Use. Rick Davies and Jess Dart, April 2005.

Annex 2

Itinerary Regional Researcher

Itinerary Tanzania --- Charles Lwange Ntale

TANZANIA		
Date	Activity	Remarks
Mon. 2 nd Oct. 2006	Depart from Entebbe (Uganda) for Kilimanjaro (Tanzania) via Nairobi	Met by Khadija & Grace; overnight stay in Arusha
Tue. 3 rd Oct. 2006	AM – Briefing meeting with Khadija; Courtesy meeting with Martin Kariongi; Admin and Finance sorting with Sauda	
	PM – Travel to Terrat	3-hour trip covering 90 kms
Wed. 4 th Oct. 2006	Early AM – Introducing the evaluation objectives/methodology to ORS staff; Brainstorming, agreeing domains to use	All staff present (See staff list)
	Later AM & PM – Community meetings at Sukuro Village (approx. 25 kms from Terrat) → Meeting with elders; meeting with women; meeting with men	Worked with 4 ORS staff in the field; market day in Sukuro meant that many key informants were present, but meetings were also frequently interrupted
Thu. 5 th Oct. 2006	Early AM – Briefing ORS staff about outcome of previous day's community meetings	Feedback to ORS staff enabled them to reflect on the relevance of the programmes they aired
	Later AM – Meetings with individual staff members of ORS	To assess different staff members' contributions to the ORS programme
	PM – Community meetings (1 each with women and men + key informants)	Focus on information gathering, discussion and analysis
	Evening – Continued with meetings with individual members of staff	
Fri. 6 th Oct. 2006	Early AM – Meetings with individual ORS staff members; Feedback meeting to all staff re: emerging findings from the field – MSC	Began summarising significant changes emerging from community consultations.
	Later AM/PM: Community meetings in Tukusi (approximately 33 kms from Terrat) → men and women groups	Focus on information gathering and analysis
	Evening: Travel back to Arusha	
Sat. 7 th Oct. 2006	AM – Further meeting with Lukas	
	PM – Writing up notes	
	Evening – Meeting with Martin Kariongi	Overview of the OIPA programme and the place of ORS in this; CLN feedback on emerging findings; Discussion of management issues

Uganda Field Work by Charles Lwanga-Ntale
Impact Assessment for the East Africa Community Media Project

Uganda		
Date	Activity	Remarks
18 th Oct. 2006	Preliminary visit to URDT Office Kampala	To make appointments and explore opportunities for KKCR literature
19 th Oct. 2006	Meeting with Mwalimu Musheshe, Chairman P	Interviewed in two capacities: As chairperson of PMC and as head a founder of URDT
19 th Oct. 2006	Travel to Kagadi	Hired transport from Development Associates
19 th Oct. 2006	Evening: Initial meeting with Anthony Lwanga Jacqueline Asiimwe	Overview of the week's programme
19 th Oct. 2006	Dialogue with local informants	Exploring other sources of info
20 th Oct. 2006	Meeting with URDT staff	To introduce purpose of the evaluation and to outline methodology.
20 th Oct. 2006	Community visit: Kyakabadiima	Meetings held with all community men, women, children and key informants (senior listeners and leaders)
20 th Oct. 2006	Meeting with Human Rights, Peace and Social Justice staff & clients	To get first-hand info on link between KKCR and the HR activities.
20 th Oct. 2006	Meeting with Joseph Wasibi & Specioza Katusa Land Rights Desk Office	To pick up info on land rights.
21 st Oct. 2006	Meeting with Owens – Head teacher of the girls school	To get a perspective on the role of KKCR in girls' education
21 st Oct. 2006	Meeting with Dr. Munyonyo – African Rural University	Meeting discussed options for
21 st Oct. 2006	Community visit: Kobusera	Meetings held with all community men, women, and key informants
21 st Oct. 2006	Meeting in Muhoro with two senior listeners: M Kairu and Aliru Basanya	To collect additional info from community members who had been listening to KKCR for a long time
22 nd Oct. 2006	Meeting with Farm Management: John Martin Ofwono & Julius Kasigwa	
22 nd Oct. 2006	Meeting with Annette Busingye – Head, Gender Technology	
22 nd Oct. 2006	Meeting with Local Management Committee (LMC)	Aimed at assessing strategic direction of KKCR and how they
22 nd Oct. 2006	Participated in a live-on-air children's Sunday programme	
22 nd Oct. 2006	Meeting with Senior Listeners	
22 nd Oct. 2006	Meeting with Tobi Kibuuka – in charge of Culture Centre	
23 rd Oct. 2006	Debriefing meeting during Foundation Course	
23 rd Oct. 2006	Debriefing meeting with KKCR staff	
23 rd Oct. 2006	Departure from Kagadi to Kampala	Took the longer route on the return journey due to bad roads.

Kenya Itinerary
Impact Assessment - East Africa Community Media Project

Kenya		
Sun. 8 th Oct. 2006	Early AM – Depart Arusha for Kilimanjaro Airport and onward to Nairobi	
	PM – Meeting with Grace Githaiga, Executive Director of Econews	CLN briefing re: objectives and process of the evaluation; Grace overview of the programme & achievements
Mon. 9 th Oct. 2006	AM – Meeting with Lorraine Wambita & George Akong’o of Econews	Further detailing of functioning of the partnership & challenges George/Lorraine brief about practical arrangements for fieldwork in Mangelete
	PM – Travel to Mangaleta (approximately 350 Kms from Nairobi)	Accommodation at Mtito Andei (nearest town to Radio Station)
Tue. 10 th Oct. 2006	AM – Briefing meeting with all MCIDP staff; identifying domains; briefing from MCIDP staff on communities to be visited; Practical arrangements: translation; transport;	Additional domains identified for the field consultations
	Later AM – Meeting with Station Manager	Background to the programme, the area and its community and key issues which are relevant to the operation of the radio.
	PM – Visit to Ivingoni Women’s Group	Focus on information gathering
	Evening – Meeting with Nthongoni Youth Group at Nthongoni Church	Focus on information gathering
Wed 11 th Oct. 2006	AM – Recap on, and brief discussion of, emerging study findings with MCIDP staff	Cross-checking and discussing with staff emerging issues from the field consultations.
	Later AM - Meeting with Mbondoni Women’s group at Matangire Village	Focus on information gathering
	PM – Meeting with representatives of 8 different groups (mixed) at Nthongoni Trading Centre.	Focus on information gathering
Thu 12 th Oct. 2006	AM – Meeting with MCIDP staff to review and comment on findings to-date and to agree tentative conclusions	Presentation of summaries, discussion and analysis, and drawing key conclusions.
	PM – Meeting with LMC members	Sharing emerging findings from the study and seeking contribution and enrichment of the analysis to-date
	Evening – Further meeting with selected staff members to draw on their stories.	Drawing additional stories
Fri. 13 th Oct 2006	AM – Debrief to the Station Manager	
	Later AM – Travel back to Nairobi	
Sat. 14 th Oct 2006	AM – Further meeting with Grace Githaiga	
	PM – Writing and reviewing field notes	
Sun. 15 th Oct 2006	AM - Writing and reviewing field notes	
	PM – Depart Nairobi for Entebbe, Uganda	

	13:30	Departure for airport
	18:00	Check-in in hotel in Nairobi
<u>KENYA:</u>		
Sunday 19.11	10:00	Meeting in Econews Office with project management
	13:00	Work with collected data
Monday 20.11.	08:00	Departure for Mang'elete
	12:00	Check-in in Guest House
	14:00	Visiting the station and seeing the different rooms
	14:30	Meeting with Radio staff and volunteers
	17:00	Interview with Radio manager
Tuesday 21.11.	08:00	Transfer to the station from Mtito Andei
	08:30	Follow-up meeting radio staff: info/communication audit
	10:00	Meeting with the Local Management Committee
	13:30	Departure for field visits
	14:30	Interview with women's group in "Masongaleni"
	15:30	Interview group of men in market place "Machinery"
Wednesday 22.11.	08:00	Transfer to station from Mtito Andei
	08:45	Debriefing meeting with Radio Manager
	11:00	Interview Radio Producers and final visit to installations
	12:00	Departure from Mang'elete by project vehicle
	16:00	Check-in in hotel in Nairobi
<u>UGANDA:</u>		
Thursday 23.11.	09:00	Departure from Hotel to Airport
	11:15	Departure from Nairobi
	12:30	Arrival in Entebbe
	13:30	Departure for Kagadi with URDT project vehicle
	20:30	Arrival in Kagadid – Check in in guest house
Friday 24.11.	08:00	Introduction meeting to KKCR: Reflection and learning
	09:00	Meeting with Mwalimu Musheshe
	10:00	Community visit – four focus groups
	17:00	Back at the centre
		Ensure documents and tour of place
Saturday 25.11.	08:00	Summary Anthony – ref. Focus groups the night before
	09:00	Staff meeting
	13:00	Departure from Kagadi with project vehicle
	18:00	Arrival in Kampala
	19:00	Meeting with Charles Lwanga-Ntale
<u>KENYA:</u>		
Sunday 26.11.	09:40	Departure by air Entebbe-Nairobi
	10:45	Arrival in Nairobi
	11:30	Check-in in Hotel
Monday 27.11.	09:00	Meeting with Project Management Committee
	14:00	Meeting with Swedish Embassy Programme Officer
	17:00	Debriefing with Econews Management
	22:45	Departure from Nairobi
Tuesday 28.11	14:10	Arrival in Denmark

Kenya:

Econews office:

		+254.202721076/2721655	
Grace Githaiga	Chief Executive Officer	+254.(0)722 701495	ggithaiga@econewsafrika.org
George Akong'o	Financial Director	+254.(0)722 936936	akongo@econewsafrika.org
Lorraine Wambita	Administrative Ass't	+254.(0)722 802387	lwambita@econewsafrika.org

Radio Mang'elele – Radio workers:

Mr. Kioko Manthi	Station Manager	+254.(0)735 308213	
Mr. Onesmus Mwengei	Head of Prod. Dept.	+254.(0)724361572/0734106605	
Mr. Lazarus Kitoo	Head of Maintenance	+254.(0)735102069	
Mr. Meshack Kamba	Ass. Programme Prod.	+254.(0)734133307	
Mr. Mukualu Mbaciko	Presenter	+254.(0)735396873	
Ms. Esther Muasa	Ass. News dept.	+254.(0)736749868	
Mr. Yussuf Maleli	Head of News dept.	+254.(0)736574536	
Mr. Joseph Wambua	Presenter & Prog. Prod.	+254.(0)734960266	
Ms. Felisters Nduku	Station documentalist	+254.(0)	
Mr. Felistus Nzilu	Programme producer	+254.(0)735798703	
Ms. Susan Wamba	Gate Keeper	+254.(0)	
Mr. Dominic Mutua	Programme producer	+254.(0)734454565	
Ms. Felister Muthiani	Presenter/ producer	+254.(0)735351201	
Mr. Francis T. Nzuki	Head of technical dept.	+254.(0)736871373	
Mr. Meshack Nyamai	Programme Editor	+254.(0)735538027	

Radio Mang'elele – Local Management Committees:

Ms. Margaret W. Musone	Chairwoman	
Ms. Faustinah Katiwa	Organisational secretary	
Ms. Juliana Muli	Treasurer	
Ms. Millical Kathutwa	Member	
Mr. Kioko Manthi	Station Manager and Secretary to the LMC	+254.(0)735 308213

Radio Mang'elele Community – Group interview with 25 women and 3 men in “Masongaleni”:

One of the 33 women's groups behind Radio Mang'elele

Radio Mang'elele – Group interview with 7 men at the market place in “Machinery”:

Gregory Maithiya
James Nguma
Joran Bundi
Peter Mulna
Steven Nyamai
Patrick Kakumi
Bernard Kalela

Uganda:

URDT:

Mwalimu Musheshe	Chairman and Director of URDT, President of EACMP PMC	mmusheshe@africaonline.co.ug
Anthony Lwanga	Manager KKCR (+256.772396649)	Anthony_lwanga@yahoo.co.uk
Jacqueline Okello	Director of Programmes (+256.77587557)	

Community of Igulika: Focus Group Discussions held 24.11.06 with (i) Group of women, (ii) Group of men, (iii) Group of young men, (iv) group of elders (men and women)

Omuhereza Katende	HIV/AIDS Councillor, Director BUHPA
Miriam Kairu	HIV/AIDS Councillor TASO, Treasurer BUPHA
Kotusabe Zaina	
Juwedi Mbonanabukya	Chairman Defence
Mugisa Leonard	Vice Chairperson LCI
Nobasa Onechereza	Senior listener
Kiraahwa Matia	LCI Nyankubebe
Tumwine Evas	Nurse
Basaanya Aline	Agent, KKCR, Igulika (selling greeting cards, contact person)
Kairu Matia	C/p veteran Kibale KM
Bumbakali	LCI Nyankubebe LCI
Binungi De	Igulika Village LCI
Dr. Amanyama Omar	Nyankubebe LCI
Kiiza Kesi	Igulika LCI
Mulinawa	Nyankubebe LCI
Swaliki	Nyankubebe LCI
Tusabe D.	Nyankubebe LCI
Narongo Badoberwa	Igulika LCI
Basanya Farida	Igulika LCI
Mujwiga Manjeri	Igulika LCI
Alingatira Bright	Igulika LCI
Mugizi John	Igulika LCI
Kyamanywa Muhamad	Igulika LCI
Baguma Tabani	c/p yusi Nyakubebe
Latusabe A.	c/p yusi Nyakubebe
Kiiza Sumaiku	c/p yusi Nyakubebe
Zahura John	c/p yusi Nyakubebe
Ali Hasani	c/p yusi Nyakubebe
Birungi Nicholas	c/p yusi Nyakubebe
Businge Aramanzani	c/p yusi Nyakubebe
M.K.Zaidi	c/p yusi Nyakubebe
Saida Tiibesigwa	c/p yusi Nyakubebe
Swaibu S.	Nyankubebe
Asiimwe U.	Nyankubebe
Mugisa M	Nyankubebe
Kyamanywa idi	Igulika
Rubaale Richard	Nyankubebe Nuawasa
A. Kafeso	Nuakabale
Drumba Rostiko	Igulika
Omuh Mugisa	c/person LCI Nyabiranga
Byakisaka Joseph	Igulika Muhoina
Balinda Kijana	Igulika Muhoina
Mugisa Henry	Nyankubebe
Magezi Jofure	Igulika / Muhoina
Ruziiga Sitevin	Igulika / Muhoina
Kaahwa Roja	Igulika / Muhoina

Bisanga Vincent	Muhoina / Buakara
Biribonwa Daniel	Nyankubebe
Kyamaynwa Kamanyine	Nyakabale
Begoma Chance Wilfred	Nyankubebe Sfengenge
Gaguma Francis	Nyankubebe Sfengenge
M. Kyaligonza B. Abdallah	Nyamasei Nyakabale

Radio staff meeting for a group session on role of community radio programmer at URDT 25.11.2006

Name	Age	Radio programme	Years w. KKCR
Rose Nkoba	49	Education	6
Drakai Gloria	28	Supertime, Ladies' night	5
Byabazaire Johnson	30	Artisan Support Programme	5
Omyhereza Katende	52	HIV/AIDS counselling	5
S.B.Kikomeko	58	People with Disability	4
Ayebale Julius Ceasa	24	Production studies	2 months
Alozio Thesigwa	44	Business programme	5
Rev. Kunihiro Michael	56	Oldie; Urban Farming	6
Nabateega Annet	24	Mwebaleyo	3 months
Rumonyika J.	34	Kihiare Abang	3 months
Tadeo Tumusiine	23	Mwebaleyo	2
Kadungi Rose	20	Youth and development	
Mbaine Charlotte A.	21	Leadership; Ladies' night	
Kibuuka Tobi	67	Cultural Programme	4
Kassona Ismael	31	Imuka Tukole	3
Tusiime Immaculate	18	Children's Voice	3
Nyiramugisiya Divinar	18	Children's Voice	3
Puryasingura Estsher	18	Children's Voice	3
Atuharwe Jackine	26	All round	1½
Nabukenhwa Madilene	23	Leadership; Ladies' night	
Kobusingye Ruth	20	Development; Ladies' night	
Kyalikunda Eunice	20	Ladies' night; Development Programme	
Tusiime Johu	39	Kisonany Leadership	5
Mwalimu Musheshe	57	Facts & Sense	5
Ekirakaija Zakoria	85	Culture and African Philosophy	3
Musana Eric Acaic	26	All round	5
Bigambo Joseph	49	Obugabebwawe	
Rev. Yefuse Kisitu T.	66	Trakaly Abagurusi	2
Kabonesa Anna	22	Aubwisi New Reader	2
Tusime Julius	42	Education Programme; Comuzaire	2
Lunyolo Rebecca	20	Ladies' night; development	1
Musse Wasibijoep	46	Land Rights	6
Nansubuga Catherine	23	Development; Ladies' night	
Namuibbi Annet	20	Development; Ladies' night	
Nabukirwa Scholastica	30	Development; Ladies' night	2 months
Busobozi Catherine	28	Development; Ladies' night	2 months
Jamuddu Robyn	20	Ladies' night & Development	2 months
Akello Agnes	21	Ladies' night; Development	2 months

Name	Age	Radio programme	Years w. KKCR
Muto Margareth	28	Salamu ya jesui; Christian voice	5
Kaylisiima Winnie	21	Synday morning glory	9 months
Turyamureba Victor	41	Family Life Education	5
Ntuuli Chistine	58	Family Life Education	2
Ayebazibwe Maucune	20	Development; Ladies' night	2 months
Sebawa Zol	21	Ladies' night; Development	2 months
Kyomjima Rachael	20	DE	2 months
Ninsiima Susan	20	DE	2 months
Biiwgi Fred	43	Rungaluteva Proverbs	6
Suangusya Joseph	29	Presenter Sunday Special	1½
Mugisa B. Leonard	25	Children's Voice	7 months
Nawanyana Harriet	18	Children's Voice	3
Alinda Joy	21	DE	3 months
Ategeila Kasfa	21	De	3 months
Kiiza Evas	15	Children's Voice	2
Kemigisa Peninah	16	Children's Voice	3
Ngouzi Shakirah	15	Children's Voice	3
Katusabe Hope	15	Children's Voice	3
Seforokia Ngategie	48	Eufakati Voice	7 months
Businge Badru	25	NRM Programme	6
Nyemgoma Lwace	25	DE	2 months
Ofwowo Leoou Martin	30	FARM	5 months
Saba George William	49	Successful Families	2½
Sewanite Mathias	23	Facts & Sense	4
Wabyoona Justine	29	Children's Voice	2
Birungi Gertrude	20	Leadership	1
Barungi Francis Xavier	48	Education (security)	3½
Nyiransaba Lydia	18	Children's Voice	3
Pr. Balisanywka Vincent	48	Dmoka Amasinguzi	2½
Kyomuhendo Robert	21	Learn us work	3