

A review of IRIN Angola's activities in Angola and an appraisal of the proposal for continued support

NORAD COLLECTED REVIEWS 18/2008

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Norad collected reviews

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ISBN 978-82-7548-328-5



**A REVIEW OF
IRIN ANGOLA's ACTIVITIES IN ANGOLA
AND
AN APPRAISAL OF
THE PROPOSAL FOR CONTINUED SUPPORT**



**Requested by: Royal Norwegian Embassy in Luanda, Angola
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January-February 2008**

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Study requested by the Royal Norwegian Embassy in Luanda, Angola

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Foreword

Media can play a crucial role in empowering vulnerable and marginalized groups. This can best be achieved if media support and media capacity is directed in a way that enables the media to better respond to and reflect the information and communication needs of these groups. This kind of media support can be called “Communication for Empowerment”. Communication for Empowerment is an important driver to securing the necessary participation, ownership and accountability for achieving the Millennium Development Goals

A growing body of evidence suggests that to arrive at the Millennium Development Goals, participation is needed by all. In the Angolan reality the “IRIN Radio Project Angola” has worked since 2003 with growing success to find ways of reaching those usually excluded from the news channels ensuring that news, relevant to normal people and that educational information in entertaining ways reaches all corners of the vast country.

By working to ensure information and communication to marginalised and vulnerable parts of the Angolan population, the “IRIN Radio Project Angola” places itself conceptually at the cutting edge of communication for development (C4D) thinking globally. That this is happening in a reality like the Angolan, which in terms of freedom of the press and access to speak on air can be characterised as no less than “adverse”, is an impressive achievement. And all stakeholders interviewed are unanimous in stressing that “IRIN Radio’s” role ensuring adequate messages and opinions being aired on the national radio is unique. The result of the five years of good collaboration efforts by all.

Camatondo is a weekly cult radio event for large parts of the population familiar with Portuguese – and with the introduction of languages, other will follow.

Information on important events in provinces distant from the capital, as told by people themselves, can be found in Angola Adentro, and in the Panorama programmes – and soon in the Voz do Campo. Timing and some style issues need to be addressed. But the content is unique and important.

Moving on to more on capacity building and aspects of facilitating an enabling environment for more diverse and more pluralist voices on air, is an important promise for the future.

These are among the important highlights in this combined review of the past project phase and an appraisal of the upcoming project phase of “IRIN Radio” with Norwegian support commissioned by Norad. This review/appraisal has been carried out by an international communication specialist, Birgitte Jallof. While the findings have been discussed and analysed with the project team, any remaining errors or short comings are the sole responsibility of the consultant.

I extend my warm thanks to the many people and organisations who gave their time in support of this study both in Luanda, along the highway to Huambo, in Huambo and in the villages around it.

Thank you and good luck with this important endeavour!!!

*Birgitte Jallof
Krogegaard, February, 2008*

Executive summary

This Review has three main objectives: (i) To carry out a review of the 2006-2007 project phase funded by Norway, (ii) appraise the project proposal presented for continued funding by Norway 2007-2008 (will be 2008-2008), and finally (iii) to carry out an assessment of the competence and capacity of IRIN Angola to implement the project.

In summary it can be said that the project up for review has managed to generate an important change in view of what kind of programmes and information that can be received on the national channel of Radio Angola, and on a number of the provincial channels. IRIN Angola's work has animated individual listeners, groups of farmers, and it has inspired civil society to hold on to its project and aspiration to provide community radios to the people of Angola.

All of these actors want to develop all of this with the IRIN group. It was, however, also seen, that partly due to frequent changes in project management, a number of the important additional objectives have been only partly achieved during the period under review:

- the radionovela is still not available in national languages and
- the stringer network, the organisation and capacitation of it, has only taken place partially.

There are explanations and reasons why plans and ideas have not materialised. Still it is the recommendation of this review to prioritise this work very much. A training course for stringers is taking place during February 2008, and has as such merely been very much delayed.

As for the appraisal, the project proposal presented documents well planned and designed plans to carry on with the important work of the group:

- the package of information programmes (Angola Adentro, Panorama, Voz do Campo) and the management of the stringer network;
- the edutainment represented by the Camatondo novella – in three languages and with outreach / road shows and impact assessment plans and finally
- a set of capacity building and advocacy oriented activities for “sustainability” and in support of “public service broadcasting”. Some slight lack of total coherence has been identified and proposals presented on how to advance.

Overall the project proposal appears to present an excellent continuation of past work with some, important and timely, openings towards new areas (facilitation of an enabling environment).

As for the assessment of capacity of the team as well as the new institutional framework, the study highlights the excellent basis in terms of human resources and presents a series of suggested ways of further strengthening the team and its national management team. The central aspect of these activities is

- the elaboration in a participatory manner of a strategic plan. Besides from being the backbone of future planning and fundraising, it also represents a valuable way for the newly appointed team to develop ownership to the activities and plans, and to take charge.
- It is in this connection recommended to urgently regularise the new positions also to empower the new management ('tomar posse', get the real titles and salaries to go with it).
- With the elaboration of the strategic plan, a partnership strategy is to be elaborated,
- an impact assessment plan with adequate tools, and
- identification of a smooth funding mechanism.

In view of the new management regime of what used to be called “IRIN Radio”, and the early framework agreement on the management set-up, a management level organigramme has been developed with a presentation of what is seen as a possible smooth management mechanism on the one hand securing that the ex”IRIN Radio” can work effectively within the umbrella of the UN family and at the same time preserve some of the earlier autonomy, considered very important for the unit being able to fulfil its function also in the future.

Recommendations:

The recommendations emerging from this report are presented to the following entities:

The Norwegian Embassy is recommended to:

- fund the continuation of the successful activity as the track record is good and the plan for the next phase seems realistic, appropriate and within the proposed budget;
- consider a multi-year funding format, minimising administration for all;
- approve an amended version of the budget (1 year or multi-year), upon satisfactory revision, as the budget presented with the proposal covers a two year period;
- accept budget revisions to facilitate that un-foreseen internal capacity-building of the ex"IRIN" takes place, in order for team to be in shape for taking on the new "nationalised" responsibility;
- accept to make part of the semi-annual tripartite monitoring meeting of the proposed structure.

The UNCT is recommended to:

- formalise proposed management structure (in this report) soonest;
- support the organisational and management strengthening proposed including strategic planning (with related sub-strategies and policies) and the (limited but important) capacity building needed to make team fully functional.

The UNDP is recommended to:

- formalise proposed management structure (in this report) soonest;
- strengthen 'the project' as a self-contained Communication for Development support unit working within strategic framework of the UN, but with space to work as they do now;
- formalise the new managers soonest (title, pay, rights...) ("tomar posse");
- facilitate that the ex"IRIN" carries out participatory strategic planning exercise soonest, including:
 - Developing a partnership strategy as part of the strategic plan
 - Develop a participatory monitoring-cum-impact assessment strategy
 - Develop a management-cum-public information strategy
 - As part of above start monthly 2-page unambitious newsletter to stakeholders
- facilitate that the ex"IRIN" has the space and opportunity to carry out needed capacity-building within their own team (for details see below under ex"IRIN" recommendations:);
- ensure the implementation of the new management framework proposed in chapter 3.4, to avoid a management vacuum and potential differing interpretations & misunderstandings.

The ex"IRIN" is recommended to:

- continue core activities including Camatondo, Angola Adentro, Panorama (health and education) and the programme 'Voz do Campo';
- get impact assessment plans systematized and implemented of this 'edutainment' component for effective feed-back, and to keep cutting edge position;
- immediately get logistics in gear to start Camatondo in the two major national languages;
- negotiate different broadcast time for Angola Adentro;
- find adequate ways of addressing RNAs handling of callers-in to Panorama programmes;
- continue and manage a strong network of rural stringers-cum-community correspondents;
- plan training and exchange sessions for rural stringers of adequate duration;
- explore ways of having 'communication' as a means to actually giving voice, and not just letting actors voice the concerns of the people;
- explore ways of developing formal and supported listening clubs;
- explore possibilities to distribute wind-up radios to listening clubs;

- accommodate both aspects of specific objective 2: capacity building and the generation of an enabling environment;
- ensure that the regular monitoring efforts include the risk-mitigating efforts (clear management structures and strategic management), including the five new risks identified:
 - Human resources not available or adequate;
 - Weak management;
 - Policy changes in Angola, making “IRIN Radio’s” objective impossible.
 - Deviation from present course of providing information and voice to people;
 - Getting swallowed up in bureaucracy in RNA or UN, losing track of goal;
- to ensure the planning and implementation of the capacity-building within own team:
 - The Director to attend appropriate leadership-cum-management course;
 - Relevant exposure for added quality and impact
 - Get radio studio at office fully functional, install telephone hybrid;
 - Train all relevant staff in creative use of own radio production studio;
 - Set up preventive maintenance routines.
 - English for management team (Director and financial manager);
 - English for professional/programme staff.
- identify good, clear name of ‘the project’ now, when it no longer belongs to IRIN. Could emerge from Strategic Planning exercise.

1 Introduction

1.1 Angola Background and Context

Angola's devastating, decades-long, civil war ended in April 2002¹ with virtually no functioning education and health services, and an infrastructure severely marked by the recent history. While Angola possesses important resources and scores significant results in terms of macro-economic growth², there is no direct correspondence between such growth and development. Living standards, education, access to basic social services remain low. The unemployment rate remains above 50% due to a weak local economic activity and practically no investment. In addition, factors such as poverty, poor skills, landmines, the variability of population density, all contribute to prolong food insecurity for still hundreds of thousands of Angolans. The resulting poverty and instability marks all areas of human development including importantly health, education, agriculture and nutrition, water and sanitation, life conditions for women and children, drug and other substance abuse, safety and security.

In a population of some 18-19 mio³ where around 60% is younger than 25, the Angolan state experiences objective difficulties in translating macro programmes into tangible result at the micro-level. This is also due to a weak public administration, which is the heritage of 500 years of colonial administration (that impeded the development of national capacity in this crucial sector) followed by 30 years of Marxism-Leninism and civil war. As a result the pressing needs of the most vulnerable populations remain often unattended, because of the structural inability of the Government to give prompt and effective response to their humanitarian distress.

Many years of first humanitarian and thereafter development assistance furthermore demonstrate how 'development' is not something that can come about top-down. To be 'developed' requires empowerment, which takes place when a person, a family, a community - the normal people of a country are able to get understand what is happening in their lives - and why - as a basis for getting engaged and contribute. A growing body of evidence furthermore demonstrates how access to adequate information, the opportunity to engage in open and informed debate and dialogue, and thus 'having a voice' facilitates empowerment - and development.

Information, communication and media thus become central to ensuring that development includes the most vulnerable and marginalised people - often living in poverty.

1.1.1 The Media Landscape in Angola

Angola's constitutional law ensures "*freedom of expression, assembly, demonstration and all other forms of expression...*"⁴. Additionally, the constitution and the new press law passed on 28 April 2006⁵ both state that norms related to fundamental rights shall be interpreted in accordance with the Universal Declaration of Human Rights, the African Charter on Human and People's Rights (ACHPR)⁶ and other international instruments to which Angola is a party⁷.

¹ This national context chapter includes elements from the IRIN programme document and the TOR for this assignment.

² The annual oil revenue is equivalent of the annual total ODA in all of Sub Saharan Africa. On top of this comes rich diamond mines - just to mention a few of the natural resources Angola is blessed with.

³ No recent census is available but as 8 mio have recently registered to vote and 45% of the population is below 15, a qualified estimate is 18-19 mio.

⁴ Lei Constitucional de República de Angola (Lei Constitucional), lei no. 23/92, de 16 de setembro, art.32

⁵ Lei de Imprensa, Lei no. 7/06 de 15 de Maio, article 4 "Interpretação e Integração".

⁶ African (Banjul) Charter on Human and People's rights, June 27, 1981, OAU, ratified by Angola on March 2, 1990.

⁷ Lei Constitucional, art. 21.

As a party to the ACHPR, Angola has agreed to protect the right to freedom of expression and information: “1. Every individual shall have the right to receive information; and 2. Every individual shall have the right to express and disseminate his opinions within the law”⁸. Furthermore Angola has ratified the Universal Declaration of Human Rights and a series of other international conventions⁹.

The new Angolan press law itself clearly states that¹⁰: “1. Press freedom is meant to cover the right to inform, to be informed and to obtain information through a free exercise of press activity, without neither limitations nor discrimination; 2. The press freedom cannot be subject to any kind of censorship, especially of a political, ideological or artistic nature. “

In spite of the opening space provided by the press law, its later details make Human Rights Watch state that:

*“The new legislation represents an improvement over Angola’s previous press law in many respects... Human Rights Watch ...is concerned that [it] still contains elements that fall short of international human rights standards... it includes provisions that may result in excessive limitations on press freedom; and it provides for the establishment of licensing procedures for private TV and radio broadcasters that are largely subject to the discretion of governmental bodies.”*¹¹

The latter reference to the press law covers all exercise of radio broadcasting by the state, public or private entities, including community radio (article 48), referring back to article 46, where it is highlighted that special legislation will later establish mechanisms to make use of the rights.

In spite of the formal space provided, journalists are being detained and jailed for longer periods (a Radio Ecclesia journalist was jailed for *being present* during a rally). Without a transparent press freedom situation, self censorship is the order of the day, and the many excited initiatives to start up private media and networks of community-oriented radio due to the advent of the new press law, were at the time of this review found to be put back into the drawers of journalists and civil society.

In this media environment the very limited number of media outlets is easily understood (annex 4).

1.2 The Review Framework

The present Review (TOR in annex 1, work programme annex 2, list of persons met annex 3) aims to assess the results of IRIN Angola during the previous Norwegian funding period 2006-2007, and to appraise and propose a way forward in the proposal for the upcoming funding phase 2007-2008.

1.2.1 Purpose of the Review

The purpose of the study is to:

- a) assess the results achieved during the previous phase (ongoing) assessing the plan, budget and methodology used to reached the planned outcomes.
- b) to appraise the proposal from IRIN covering the period 2007-2008, and to assess the competence and capacity of IRIN Angola to implement the project, taking into account other ongoing projects IRIN might have, including the new administrative model with UNDP and the integration of IRIN’s radio project within the UN County Team (UNCT) and support to the UN system’s efforts in the realisation of the MDGs.

⁸ Banjul Charter, art. 9 (right to receive information and express opinions).

⁹ “Still not fully protected. Rights to freedom of expression and information under Angola’s new press law”. Human Rights Watch. November 2006.

¹⁰ Lei de Imprensa, Lei no 7/06 de 15 de Maio, article 5: Conteudo da liberdade de imprensa (content of the press freedom).

¹¹ Human Rights Watch op cit.

The study shall provide the embassy with a recommendation with regard to continued support to the project, and, if relevant, inputs for further strengthening of the project. (For a presentation of the scope of work, please refer to the Terms of Reference in annex 1.)

The consultant has had 2 days for preparatory work, 11 days of field work in Angola and one week for reporting. The Review is carried out by an international community specialist, Birgitte Jallof (see the final annex for a brief profile). Debriefings were carried out with the Embassy and bilateral partners, the UN and the project staff (see annex 5).

1.2.2 Earlier reviews and Reviews: implementation status

1.2.2.a 6-month evaluation Radio drama “Camatondo” by Niamh Hanafin, Jan. 2006

This very thorough and positive evaluation, concludes with the presentation of 11 recommendations to “build on what has already been achieved and to offer practical steps to ensure that the potential impact of *Camatondo* is realised”.

The concrete recommendations have been followed-up upon with few exceptions as explained with more detail in annex 6. The exceptions include: more systematic monitoring, impact assessments, feed-back; use spots to announce programme; produce Camatondo in local languages.

1.2.2.b Internal OCHA management audit by Patrick Kinuthia, October 16-22 2006

An internal management audit was carried out by OCHA to assess the internal management capacity of “IRIN Radio Project Angola” and their adherence to established procedures and regulations. This is reflected in: “Mission Report – Status of Operation’s Performance in IRIN Luanda-Angola Office, undertaken 16-22 October 2006” (see self-explanatory report in annex 7). *The report demonstrates that the Irin office performs effectively and responsibly. Follow-up points identified have been carried out fully.*

1.2.2.c Review by David Smith, OCHA, May-July 2007

This OCHA-review of IRIN Angola is very positive, stressing that they are carrying out a unique and important function in Angola today. It is recommended to soonest recruit a new country director, *which has been done.*

Furthermore it is recommended that the new director travels to den Haag and Oslo to meet directly with the heads of cooperation of the two principal donors, to impress on them the importance of the funding given, and the importance for this not to dry up.

This recommendation has not been followed up upon¹² and does not appear relevant at present.

1.2.3 Methodology

This review and appraisal has been conducted through four distinctly different methodological approaches: (i) Study of documentation, (ii) qualitative in-depth interviews, (iii) On-location verification of documented evidence / information / data and finally (iv) A small questionnaire-based information and communication audit, informing the Review process. The study was carried out by an international communication specialist and followed at an overall level the methodology

¹² As per information received from relevant interviews with IRIN project staff in Luanda.

set forth in the Terms of Reference as well as in Norad's "Development Cooperation Manual"¹³ and took inspiration from the DAC Evaluation Quality Standard¹⁴.

Study of documentation: The relevant documentation was provided to the consultant for study prior to commencement of the mission (project document, project reports including progress, national policy and strategy documents, reports related to project objectives, etc.) Additional specific documentation was received during the field work. Websites have formed an important additional source of documented data for the present study.

Qualitative, in-depth interviews: During the mission a variety of interview techniques have been used to gather the required information and data. Individual key-informant as well as group interviews, ranging from informal conversational over interview guide approach and to standardised open-ended interviews¹⁵ have provided systematic information about processes and facts, and have through anecdotal evidence provided personalised experienced perspectives.

Meetings were held with a range of stakeholders from national project partners over civil society leaders, UN system, other (potential and actual) project funders and listeners. Debriefing meetings were held both with the Norwegian Embassy, the UNCT and with the project staff.

On-location verification of documented evidence: While important this activity was minor and an in-direct activity taking place in parallel with the other evaluative activities: observing internal management style, relations with partners, listener reactions, project accountability, filing systems, records kept of activities, programmes, reports etc.

Quantitatively oriented study: To complement the consultant's study of project documentation, in-depth interviews and on-location verification of documented evidence, a small qualitatively oriented information and communication audit was carried out with individual and groups during the different field trips when meeting with (potential) listeners¹⁶.

The present review and appraisal have as such extensively made use of participatory methods, inviting not only different stakeholders to articulate their needs, interests and expectations, but also to confront them with intermediary results and analytical conclusions so as to hear and include their reactions to the findings¹⁷. It is the hope that this process has facilitated a forward-looking use of the recommendations emerging, which is of important when viewing the present kind of 'evaluative exercise' not as a mere control instrument, but as an interactive learning process providing an opportunity for the busy implementers to take a step back, and assess what they are doing, how, why and with what effect and impact – and thus to take active part in the design of the onward process - and who knows better than the implementers what may work and what not?

Methodological strengths and limitations

The present review and appraisal aims to present an in-depth reflection of the results and impact as well as limitations of the first phase of Norwegian funding, and to use this process to gather evidence, experience and insights into the local and national realities, on the basis of which recommendations for a future continuation can be envisaged.

The four methodological approaches to the study are deemed effective and broad, taking into consideration the objectives and facilitating clear answers to the Terms of Reference. The study

¹³ Norwegian Ministry of Foreign Affairs, May 2005.

¹⁴ OECD 2006, <http://www.oecd.org/dataoecd/30/62/36596604.pdf>

¹⁵ As per categories in "How to Use Qualitative Methods in Evaluation" by Michael Quinn Patton, Sage 1987, p.116 ff.

¹⁶ <http://www.undp.org/oslocentre/docs06/Communicationforempowermentfinal.pdf>

¹⁷ A fully participatory Review would require that the evaluated actors actually carried out the Review themselves, with external facilitation. This was neither possible, nor – necessarily – desirable in the present situation.

carried out during the process provides no large-scale quantitative evidence of project results and needs, but it does provide evidence of the reality that the project has been designed to serve.

The Director of IRIN facilitated the field study among others through translation between Portuguese and local languages. All evaluative meetings with partners and stakeholders have, however, been carried out by the consultant on her own. Concerning the meetings in which the Director took part, any shortcomings in terms of neutral observation and impartiality emerging are seen to be justified by the process of learning and insight for future project orientation on the part of the project director, as well as the basis it has formed for discussions of findings between the consultant and the project director.

Some staff members mentioned during the debriefing with staff that they would have liked the reviewer to take part in and observe even more of the field work carried out to appreciate and assess the work methods used and the way of generating stories from the field. As a brief review will always need to prioritise, the reviewer explained the slightly different focus of this study. However, as it is a very good idea, it has been highlighted in the report as a wish and a need for the staff to have a chance to be observed and assessed in their work routines.

1.3 The present report

On the above basis the present report sets out to answer the detailed Terms of Reference (annex 1) by reviewing the project implementation, performance and impact as well as to look forward with a view to a strategic continuation of the IRIN project in connection with the appraisal of the project proposal for 2007-2008. The report of the study concludes with an assessment of the implementation and management capacity, followed by a set of proposals for a management framework for the future coordination of the activities.

2. REVIEW findings and recommendations

IRIN Angola emerged in the national development and media environment described above in 2003 as one of a series of radio projects initiated by UN OCHA's Integrated Regional Information Networks (IRIN). Funded initially by Japan and the UK, Holland and Norway came in as funders of the project as of 2005. The present chapter of the report presents a review of the first Norwegian funding phase of IRIN.

"IRIN Radio" was for all of the African countries involved, set up to complement IRIN's long established on-line news service, knowing that most grass-roots communities (also) in crisis-torn areas rely on radio as their primary source of information. IRIN Radio aims in general to:

- ✓ improve the flow of impartial news and information to grass roots communities in areas of humanitarian crisis;
- ✓ enable the voices of those too-often silent grass-roots communities to be heard by a wider audience;
- ✓ provide consistent, credible information on humanitarian issues in local languages;
- ✓ incorporate the voices of ordinary people into radio programming; and
- ✓ give capacity building support and training to local community radio partners.

Much in line with the sub-regional objectives of all of IRIN, the goal of the Angola-based Norwegian funded project was to *improve the provision of impartial news and information to grass roots communities, and to enable the voices of those too-often silent grass roots communities to be*

heard by a wider audience. And **the Purpose** was to provide consistent, credible information on humanitarian and developmental issues in Portuguese and local languages; incorporating the voices of ordinary people into radio programming; and giving capacity-building support and training to national radio.

The rationale behind the support was that in the absence of a fair and open process for the allocation of radio and television broadcasting frequencies, and also the difficulties of reaching people in the provinces by other media, the IRIN Radio Project represented the only efficient way of disseminating information to the provinces through its already established collaboration with the national radio, RNA.

Project Starting date		Project completion date	
Originally planned	Actual	Originally planned	Actual
May 2005	May 2006	April 2006	April 2007

The IRIN Radio Project in Angola entered into the project component under review May 2006 for a one year duration. The present review was called in to assess the implementation of this one year project and to appraise the new project document for one more project year. The appraisal is presented in the following section of this report, section 3.

Below please a presentation of the many specific outputs emerging from the review along with information on the degree to which these outputs have materialised. These are presented in 'packages' one for the first year (chapter 2.1), another for the second half year of the implementation plan (chapter 2.2) (for a detailed analysis and review please refer to annex 8). Findings are summarised in chapter 2.3 followed by the recommendations emerging from the review in chapter 2.4.

2.1 Outputs first half year:

1a: Two new staff:

One was recruited to produce 'Panorama Saude' (health) and 'Voz do Campo' (Voice from the fields) with the status of consultant – not staff. This due to funding insecurity in the transition process between OCHA and UN administration. Olivio Gambo will be contracted as staff as soon as the funds from the Dutch are received. The other one was supposed to assist in the different 'information' programme activities, including 'Angola Adentro' and the Panorama programmes. This person is not yet recruited as staff, but works as a consultant.

1b: List of Effective Stringers still working in the programme created.

Has been initiated and is regularly updated by the 'information and training coordinator'. From the beginning of "IRIN Radio" a network of stringers was developed. At that time it was a network of professionals: nurses, teachers, civil society representatives and others, who had access to information from and knowledge about life in the rural areas. They were not paid, and while functioning sporadically, the quality of the information provided was of a very varying quality. Furthermore, due to the absence of incentives like pay, travels, training or equipment the motivation was low and the network never really took off. In 2006 plans were elaborated to re-launch the network, but this time using local journalists or persons with proven journalistic capacity. A competition was planned, but as it collided with a parallel process internally in RNA, very few candidates registered. At this time the "IRIN Radio" staff decided to travel out to get the information themselves. And during these travels contacts were built up with local journalists, forming the early basis for the new network being established now through the week-long training course-cum-initiation seminar February 24-29, 2008. This activity has been organised by "IRIN Radio" in collaboration with the Luanda-based journalism training centre CEFOJOR. A manual has been developed for the course – and to be used as a hand-book.

1c: Document to guide second phase of stringer programme

Not developed during the period 2006-2007, but included as plans in the project document for the period 2007-2008 (appraised in section 4 hereunder).

1d: Studio built

Studio installation was finalised October 2006. As, however, some technical difficulties including some noises have not been resolved, the studio is only being used partially – primarily for editing soundscapes for programmes. The telephone hybrid has furthermore not yet been installed. The studio's potential to record and edit ready programmes is as such not being utilised. Technicians from the RNA, who installed the studio have been awaited, but have continually postponed coming.

1e: New stringer group identified

Yes: two new stringers have been identified in all provinces, except for Luanda.

1f: Course completed, capacity built

Course has been delayed and will take place February 2008.

1g: More consistent reports coming in from the field

This has not happened yet, but is expected as an immediate result of the above mentioned course.

1h: Production plan in place

This has not happened yet, but is expected as an immediate result of the above mentioned course.

2i: New stringer group ready

The group is ready, and will be put into effective and regular activity after the training course to take place in Luanda February 2008.

2j: Assessment and Training plan in place

This plan will be developed in connection with the course by the 'Information and training coordinator', who will follow up on professional profiles to be developed for each of the stringers.

2k: Training takes place

Will follow the above individual assessments and emerging training plans.

2l: Reports coming in consistently from the field

Will be a result of the above process, which has been delayed.

2.2 Outputs second half year:

3m: Radios distributed

12 Freeplay wind-up radios were purchased and distributed to community leaders and persons who made use of the radio in their community: traditional leaders ('Sopas') and leaders of women's groups. This was, however, by the communities as well as by the project staff found to be much too few: Ideally every 'Zona' should have one. If all approximately 50.000 *zonas* of Angola should be covered, this would be 50.000 radios.

3n: Training plan in place

* Training plan for stringers late February 2008, see above.

* Manual in Basic Journalism produced along with guide for the trainer

* Training for those receiving the wind-up radios: maintenance of the radio and training on how to make it to the best possible use of the community. This was done.

3o: *Equipment needs identified*

Recorders are partly available at the IRIN office, partly being bought presently. During the training foreseen for late February 2008 other equipment needs will be identified.

3p: *Capacity of stringers and producers built*

This process about to start – see above.

3q: *Equipment in good shape*

Equipment for stringers not yet an issue. The radio studio equipment in good working order.

2.3 Review Summary in view of project goal and purpose

The goal of the 2006-2007 project was to improve the provision of impartial news and information to grass roots communities, and to enable the voices of those too-often silent grass roots communities to be heard by a wider audience.

The Purpose of the project was therefore to provide consistent, credible information on humanitarian and developmental issues in Portuguese and local languages; incorporating the voices of ordinary people into radio programming; and giving capacity-building support and training to national radio.

The core 'IRIN Radio' activities: the series of radio programmes produced in collaboration with the national radio, are at the core of the presented project goal and purpose, but were not spelled out in the project outputs. These are therefore not dealt with in the above output-focused review. A presentation of the IRIN Radio programmes and their perceived impact and effectiveness will therefore be presented in this summary.

In relation to the project goal and project purpose presented above, it can initially be said that in view of the media landscape and the actual media environment, where it is not possible to start community radios, IRIN Radio's approach and its management of the collaboration with Radio Nacional Angola (RNA) must be said to having been even very effective.

During the present study it was highlighted by stakeholders from the multilateral organisations, embassies and civil society alike that:

- IRIN Radio has managed what no-one has managed before at a national scale, namely to get different development messages on the only radio reaching the whole country;
- IRIN Radio has managed to move from the role of an outside coach function in 2003 to move into the heart of RNA programming, co-producing in close collaboration with the RNA staff and managers both the edutainment radio-novela 'Camatondo', the news programme with live contributions 'Angola Adentro' as well as two of RNA's development oriented thematic programmes 'Panorama' – on health and on education.
- IRIN Radio has a position in terms of editorial influence and creating a space for other voices and other issues that no-one would be able to obtain in today's media environment.
- Camatondo is by the representatives of the target group understanding Portuguese perceived as a weekly cult-event, where the radio-novela persons are considered family, long passages of the text is known by heart by the listeners; and the the listeners want to meet the actors.
- Camatondo is by the representatives of the target group understanding Portuguese seen as 'my school', 'where I listen when I want to understand and learn', 'sharing lessons for life'.

During the present review it was found¹⁸ that:

- The further we got away from the national and the provincial capitals, people might know about Camatondo, but fewer listened as their Portuguese was simply not good enough;
- This was and is especially true among women (both registered in individual as well as group interviews, and also highlighted in meetings with Luanda-based stakeholders);
- Only one of the people met¹⁹ knew about 'Angola Adentro' which she had heard once. She had liked what she had heard.
- All commented that the Angola Adentro air time: 11:15 am is not a time radio is listened to.
- One episode of 'Panorama on Education' was observed, and when a listener expressed anxiety about school books not coming to the provinces in time for start of the school year within the new curriculum, the RNA moderator of the show cut the listener off in a very unpleasant manner saying that this was not Government's fault. It was understood that such treatment of listeners was routine, when issues addressed needs of the people which could eventually be linked to shortcomings of Government entities.
- Working within RNA is important and powerful, but very strict attention is paid to the IRIN programmes by RNA management: once a Angola Adentro was barred from going on air for three weeks after a programme on a non-controversial issue, but coming from an area with political problems, and another time a joint programme was closed altogether (Grande Reportagem). "IRIN Radio" is merely informed of decisions made. No access to discuss.
- In view of the above examples of the tense political climate and the content control exercised by RNA, it is interesting to highlight that "IRIN Radio" during the work period by the consultant received a letter from the highest RNA management, the Director-General, inviting "IRIN Radio" to collaborate on a live programme every Saturday²⁰.
- Even though a recent study claims that 94 % of all Angolans have access to radio²¹, the finding of this modest study carried out for this review saw only one in every three having a radio in the household, which was, however, often not active due to batteries missing, all confirmed the general knowledge that radio is the most powerful medium in the rural areas.
- Our mini-study also found:
 - radio to be having an even very high level of confidence among its listeners,
 - best radio listening time in the rural areas between 5 am and 5 pm,
 - among individuals interviewed on the road between Luanda and Huambo no specific information and communication needs unmet were highlighted, while
 - groups interviewed around 'escolas do campo' were found to be both eager to learn a lot more – and very interested in having exchange with others in a similar situation.

2.4 Summary recommendations emerging from review

Norway is recommended to fund the continuation of the successful activities reflected in the present review (see more details in appraisal, section 4 of this report).

- Continue core activities including Camatondo, Angola Adentro, Panorama (health and education) and the programme 'Voz do Campo';
- Immediately get logistics in gear to start Camatondo in the two major national languages;
- Negotiate different broadcast time for Angola Adentro;
- Find adequate ways of addressing RNAs handling of callers-in to panorama programmes;
- Establish channels and fora for discussion of editorial issues with RNA management;
- Establish and manage a strong network of rural stringers-cum-community correspondents;
- Plan training and exchange sessions for rural stringers of adequate duration (in view of the February 2008 planned very brief introductory activity);

¹⁸ For methodologies employed in the information gathering, kindly refer to chapter 1.2.3 above.

¹⁹ It is important to keep in mind that no massive, representative study was carried out. The findings can as such only be seen to be indicative.

²⁰ See the letter from the RNA Director General in annex 13

²¹ Angola. Research Findings and Conclusions. African Media Development Initiative, by Candido Mendes and Barnaby Smith. BBC World Service Trust: http://downloads.bbc.co.uk/worldservice/trust/pdf/AMDI/angola/amdi_angola_full_report.pdf

3 APPRAISAL Project findings and assessments

The present appraisal is of the project document presented to the Norwegian Embassy by what used to be called: "The IRIN Radio Project Angola" for funding of an additional project phase, as outlined in its "IRIN Project Document 2007-2008".

The Terms of Reference highlight three sets of objectives of the appraisal:

- a general appraisal of the proposal applying the Norad guidelines for appraisal²² including an assessment of the realism of the plan and the budget and the relevance of the objectives, and a look at whether journalists outside of RNA are included in and benefit from project;
- an institutional assessment including (i) an assessment of the competence and capacity within the "IRIN" team: whether IRIN Angola possess appropriate expertise, as well as the necessary administrative and professional capacity; (ii) presentation of "IRIN"s coordination of its activities within the UN system; (iii) to examine possible funding mechanisms minimizing the administrative input by Norway;
- a recommendation with regard to continued support of the project and, if relevant, inputs for further strengthening of the project.

This project proposal was received by the Norwegian Embassy in Luanda on December 26, 2006. The reason why it was not assessed at this point in time is that the Netherlands indicated that they would be able and willing to support IRIN, and could do so sooner than the Norwegian Embassy. Before entering into a new agreement the Norwegian Embassy wanted a review to be done. The contract with the Netherlands did take longer to finalize than expected due to the transition of the organisational basis of the "IRIN Radio" team. The project has, however, been able to continue into 2008 due to 'bridge-building loan' provided by OCHA. The Dutch funding is foreseen to dry up by June 30, 2008, at which time the Norwegian support should be ready to take over.

The appraisal falls in three parts: chapter 3.1 assesses the overall appropriateness of the proposal in view of Norwegian funding priorities; 3.2. appraises the project proposal received by the Norwegian Embassy by "IRIN Radio"; while chapter 3.3 responds to the request by the TOR to carry out an institutional assessment of the ex"IRIN Radio" capacity looking at (i) the existing institutional framework; (ii) the competence and capacity by the team; and (iii) recommendations emerging from the capacity assessment. Chapter 3.4. moves on to look at IRIN's coordination and management within the UN system, and finally chapter 3.5 assesses funding mechanisms and donor coordination.

3.1 An assessment of the appropriateness of the project

The mandate of the Norwegian Embassy in Luanda

The Embassy in Luanda is working with a delegated authority from Oslo, which means that general Norad mandates and guidelines no longer apply to the Angola-based activities²³. Still, support to an activity like the extension and continuation of the ex"IRIN Radio" activity falls very much in line with overall Norwegian development priorities including contributions towards lasting improvements in economic, social and political conditions for the populations of developing

²² The appraisal has been carried out on the basis of the guidelines detailed in the "Development Cooperation Manual" Norad, Norwegian Ministry of Foreign Affairs, May 2005. The consultant has kept in mind that the project being appraised neither merits the above 50 mio NOK full-scale appraisal nor the 'less extensive' required for projects between 15 and 50 mio. NOK. Still, the appraisal of the IRIN project document reflects the same issues.

²³ As per e-mail explanation received by the consultant from the Embassy on 25 February 2008.

countries, with particular emphasis on ensuring that development aid benefits the poorest people. And this is what provision of information and communication is all about in its consequence.

The Norwegian Guidelines for Norwegian Collaboration with Angola 2006-2010²⁴ stress the following core areas of collaboration: good governance; respect for Human Rights; and a responsible resource-and income management through strengthening capacity of institutions and organisations. The Norwegian assistance will furthermore base itself on Angola's own development priorities within the overall lines of Norwegian development assistance (see chapter 1.1.2 above). Besides from these priorities, cross cutting priorities will be: gender equality, environment, biodiversity.

While not directly targeted in the country strategy (see note 24 above), the support to the ex "IRIN Radio" project can only be seen as a facilitator to all that Norway wants to promote in its partnership with Angola.

3.2 An appraisal of project proposal "IRIN Project Document 2007-2008"

3.2.1 Assessment of the planning process

Based on the 11 days' work period in Angola, including work both in Luanda, in a very populated suburb to Luanda, in a village along the way to Huambo, in Huambo town and in rural areas around Huambo (see work programme in annex 2) and through meetings with project management and staff, the quality of the planning process leading up to the project formulation appears to have been both based in in-depth work with the different segments of the stakeholders, and based on existing knowledge of the needs in Angola. Furthermore the proposal comes in extension of a 5 year implementation experience as "IRIN Angola", building on established partnerships and work routines.

3.2.2 Assessment of the project design

The specific objectives of the 2007-2008 project proposal include three distinctly different areas, namely (i) Information, (ii) An enabling environment and (iii) Communication. While "Information" and "Communication" is what "IRIN Radio" has been doing all along, extracting and putting a special emphasis on "An enabling environment" not just as a tool to facilitate the two other aspects, but as a point in its own right, requiring particular attention, is seen to be a very important and timely adjustment of programme orientation.

The three specific objectives are presented like this in the proposal (headlines are those of the author of this report). They will be appraised below in a slightly different order, namely 1, 3 and 2. For an in-depth discussion of each of the three components / objectives, kindly refer to annex 9:

INFORMATION:

- 1. To highlight the still difficult situation of vulnerable groups living in rural areas by producing and disseminating quality radio information targeting rural communities, with the active participation of local communities.*

This objective covers the news information covered by the programmes produced in partnership with RNA: 'Angola Adentro', 'Panorama' in the areas of health and education, and finally the new programme 'Voz do Campo'. This programme objective furthermore includes the management and capacity building of the stringer network, negotiation of (better and more) programming slots

²⁴ "Retningslinjer for Norges samarbeid med Angola 2006-2010". <http://www.noruega.ao/NR/rdonlyres/4641E03B-A77A-4635-A31F-70CC10FDD880/64562/retningslinjer2.pdf> Excerpts translated by the author from Norwegian.

nationally and with RNA's provincial stations. The project design and the implementation plans are relatively detailed, and maintain the bi-monthly thematic meetings held within the "IRIN Radio" established thematic partnerships with like-minded organisations, including those of the UN system.

During the study it became clear that the staff running and implementing the information activities would appreciate coaching, reflecting upon their activities, highlighting those that are good and effective and proposing ways of improving work methods and programmes. This idea was very good and will be presented among the recommendations for further implementation and follow-up.

COMMUNICATION / EDUTAINMENT

2. *To contribute to behavioural change/ facilitate daily life in rural areas for a greater number of listeners belonging to vulnerable groups, by producing the Camatondo soap opera in Portuguese and in national languages, covering topics such as agriculture, mine prevention, health and hygiene (with a stress on transmittable diseases, and particularly HIV-AIDS), rural development and participation, with a crosscutting focus on gender).*

This objective covers the Camatondo radionovela, which can only be seen as the "IRIN Radio Angola" flagship programme – at least up to the present moment - (see assessment of impact and importance in review above) produced also in a close and well functioning partnership with the national RNA. In the new project proposal, this activity will (finally!) be turned into an activity operating in three languages: Portuguese, Umbundu and Kimbundo, each aired on a weekly basis.

Ensuring adequate content, based in the ever changing (rural) realities of the target audience will be done by collaborating with the thematic background groups, and by ensuring that the producers and the actors keep in contact with the field realities. The latter will be done through four annual "road shows". These are used as a unique source of feed-back to the producers of the radionovela, and as fora for the two-way, in-depth exchanges with the audience on the many issues of the show.

AN ENABLING ENVIRONMENT:

3. *To contribute to the professional development of rural journalists in order to (a) ensure the sustainability of efforts undertaken in the field of radio, and (b) improve the functioning of RNA as public service, by means of provincial training and capacity building activities.*

While the two above mentioned areas of activity are very much in line with what "IRIN Radio Angola" has built up as its special profile and port-folio over the past 5 years, extracting the 'specific objective 2' to highlight (a) the sustainability of the activities undertaken in the radio field and (b) to improve the functioning of the RNA as a public service can only be seen as taking the mandate and space of operation to a higher level, starting to consider the area of 'an enabling environment' (the headline of this objective has been introduced by the reviewer).

In view of the unique status of "IRIN Radio" referred to above, the new legal framework not yet really implemented and the de-facto stifled media development in Angola, all urge "IRIN Radio" to – carefully, tactfully, yet importantly – take up a role on advocacy and facilitation of media development within the area of its mandate: providing information and communication to the vulnerable, marginalised and rural communities at the margins of the established news streams.

3.2.3 The quality of the design elements: goal, purpose, outputs, inputs

Taking the above-mentioned slight inconsistencies into consideration – and turning them into positive openings for possible added reach and impact – then the design elements are considered adequate for the size of the programme, and the context and history into which the project has been designed.

3.2.4 The quality of the indicators and means of verification

An important set of questions of an appraisal relate to whether the quality of the indicators and means of verification have been adequately identified at all levels of the project design, and whether the indicators are seen to provide valid and reliable information on outcome and impact.

Again: in view of the scope and size of the project and its very specific and concrete outputs, the absence of indicators is not considered problematic in the present context.

3.2.5 The quality, simplicity and user friendliness of the recipient's monitoring system

Further to the above: no monitoring system has been designed and presented in the project proposal. In view of this it is considered important to develop an effective and systematic impact assessment system mentioned in the proposal from the very beginning of the new project phase. Comparing the findings regularly to the objectives intended will both provide powerful documentation, and at the same time meet some the needs usually met through indicators. This is foreseen to be established as one of the results of the strategic planning exercise recommended below.

3.2.6 The realism of the plan and the budget

With the experience, good team and track record of "IRIN Radio" the proposed project and its plan (annex 2 to the project proposal) appear to be realistic and implementable. The budget (annex 1 to the project proposal) appears to have space to accommodate the activities foreseen, but will need to be adjusted to match the new reality without an international project manager, but with an empowered national management team ((i) Director and (ii) Financial & Administrative Manager) with added responsibilities and authority.

What is not considered in the project proposal is the work to turn "IRIN Radio" into a sustainable²⁵ entity in its own right, not least in view of the recent organizational change from being part of the regional "IRINnews" and "IRIN Radio" network, to that of a semi-autonomous national entity functioning financially and strategically under the UN umbrella. USD 5.000 is earmarked for "IRIN Staff Training", which will hardly meet the need already identified – and possible more emerging as part of the strategic planning exercise proposed (see below).

3.2.7 Are relevant risk factors identified, analysed and are mitigating actions integrated

Four specific risks and assumptions are highlighted in the project proposal, all appearing to be important and central. While any one of the possible risks mentioned could endanger the smooth implementation of the project phase presented in the proposal under appraisal, continued good and attentive planning and implementation makes it realistically possible to manage them. Besides from those 'risks and assumptions' mentioned in the project document, the following could be added:

- Deviation from "IRIN Radios" present course of providing information and voice to people;
- Getting swallowed up in bureaucracy, either in RNA or within UN, losing track of goal;
- Human resources not available or adequate;
- Weak management;
- Policy changes in Angola, making ex"IRIN's" objective impossible to pursue.

Mitigating the first four of the additional risks will be secured by the establishment of a clear organisational and management structure of the ex"IRIN" as well as a clear focus and strategic

²⁵ "Sustainable" is here used as different from "self sustainable" and referring 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 effective 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 [...]".

direction. Proposals for how to secure this are presented below. The last point dealing with the overall policy of the country, is out of the hands of the implementing team.

3.3 Institutional Assessment of “IRIN Radio Angola” Capacity

In view of the institutional and organizational changes that have taken effect as of January 1, 2008, the Terms of Reference asks the consultant to carry out an institutional assessment of the capacity available within the “IRIN Radio” unit to specifically carry out the planned activities in the project proposal under appraisal – and in general to carry on with the mandate and activity area of the unit.

3.3.1 “IRIN Radio Angola”: institutional framework as of January 1, 2008

As per the transition from a management by OCHA and its regional services “IRINnews” and “IRIN Radio”, “the IRIN Radio Angola Project” is as of January 1, 2008, on its own in relation to “IRIN” – and actually no longer an “IRIN”. Therefore from now on in this study “IRIN Radio Angola” will be referred to as “the team”²⁶. The preliminary management framework of the new set-up is described as being:

- under the administrative oversight by UNDP, who also issues contracts and holds the overall financial management responsibility towards whom the team is accountable;
- with the strategic coordination by the UN Country Team (UNCT), headed by the Resident Coordinator (RC).

These understandings are both described with these works in the recent funding agreement with the Netherlands Embassy in Angola, and the exact same understanding was also reiterated by the UNDP Country Director and the RC a.i. when met by consultant.

This is being taken to mean that exIRIN continues to operate as an independent and well defined activity with its own unit management, known and recognized based on past track record and merits and as described in its project proposal, yet secured institutionally by operating under the umbrella of the UN.

This set-up was by many stakeholders interviewed found to be an ideal set-up, providing a high profile, recognized and yet protected space of operation, making effective operation realistic in the difficult area of the media in Angola: with exIRIN’s preferential position with the national media, and within the family of UN.

3.3.2 “IRIN Radio Angola – The team”: competence and capacity

The new management of “the team” is made up by a project management team: a Director and an Administration and Operations Manager. Both the Director and the Administration and operations manager have been with “IRIN Radio Angola” since 2004, and have a proven competence in the content production and administrative fields respectively. They demonstrated a good and smooth collaboration spirit based on mutual respect and with a common clear focus on the task and with a very results-oriented approach.

The Director has worked with Camatondo since its ‘birth’ as the central script writer, initially in an assistant function and the latest years as the head of that unit. She is completing a ‘licenciatura’ in Social Sciences and has a wealth of experience with life of the people of Angola, from having served as a school teacher in Huambo during the war, building up a prisoners’ support service, working with groups of farmers etc. The Director has never before managed a team of 10-14

²⁶ Please refer to annex xx for some reflections and suggestions in relation to the new name of “the team”.

persons and a budget of that size, but has a natural sense of authority and was seen to be respected as the leader by the team as well as by the UNCT, Embassy staff and by the civil society organisations interviewed. The director demonstrates a good capacity of planning and organisation as illustrated by the way of structuring her work plan, her work space including the filing systems, and as emanating in her way of talking about the plans and the work of the unit.

The Administration and Operations Manager has worked in that same area since he started working with “IRIN Radio” in 2004. In 2006 an internal management audit carried out by OCHA (see annex 7) demonstrated the administration and operation manager’s excellent command of this area of responsibility. He has a ‘licenciatura’ in law and like the director experience from a number of areas of work relevant to his present function. The administration and operations manager demonstrates authority and was seen to be respected by and to be operating smoothly with the remaining staff members of ‘the team’.

With them the management team has **a strong team**, which appeared to be tuned well into their different specific roles within the departments of ‘Management and Administration’, ‘Information and Training’ and ‘Edutainment’ – or as it is called withing the team: the Behaviour Change Area.

In the staffing overview provided by the Director (attached as annex 10) it can be seen that to implement the new project proposal, including starting up Camatondo in the national languages, it is foreseen that 2 new full time staff will be needed on top of the existing 11 full time staff, as well as two part-time translators and a 20% average of specialised consulting services required (with different profiles) to assist in fundraising, strategic planning coaching etc. On top of this a group of actors are providing their services on a regular basis.

3.3.3 Recommendations emerging from capacity assessment: turning plans and dreams real

Emerging from the above capacity assessment are eight recommendations, presented hereunder. For a more thorough analysis and discussion of implementation modalities, please refer to Annex 11.

1. Formalise the new management structure of ‘the project’ soonest.

The new management team has been selected through a competitive process and have been awarded their positions with effect as of January 1.2008. It is important that the necessary staff adjustments are followed up upon by the UNDP with whom the staff of the unit are contracted.

2. Carry out a participatory strategic planning exercise soonest to ensure having a clear set of priorities and a genral overall focus and direction. This will be important in the transition process of clarification, and will be important as a management tool for the new management (more on this in annex 11 and below).

3. Develop a partnership strategy as part of the strategic plan to ensure sustainability.

4. Develop a participatory monitoring-cum-impact assessment strategy as part of strategic plan.

5. Develop a management-cum-public information strategy including a monthly newsletter.

6. Leadership and management capacity to solidify the good team;

7. Relevant Exposure for Added Quality and Impact as a series of capacity building activities.

8. Other staff capacitation needs, including: (i) Get radio studio at office fully functional including installation of telephone hybrid; ²⁷(ii) Train all relevant staff in creative use; (iii) Set up preventive maintenance routines; (iv) English for management team (Director and financial manager); (v) English for professional/programme staff.

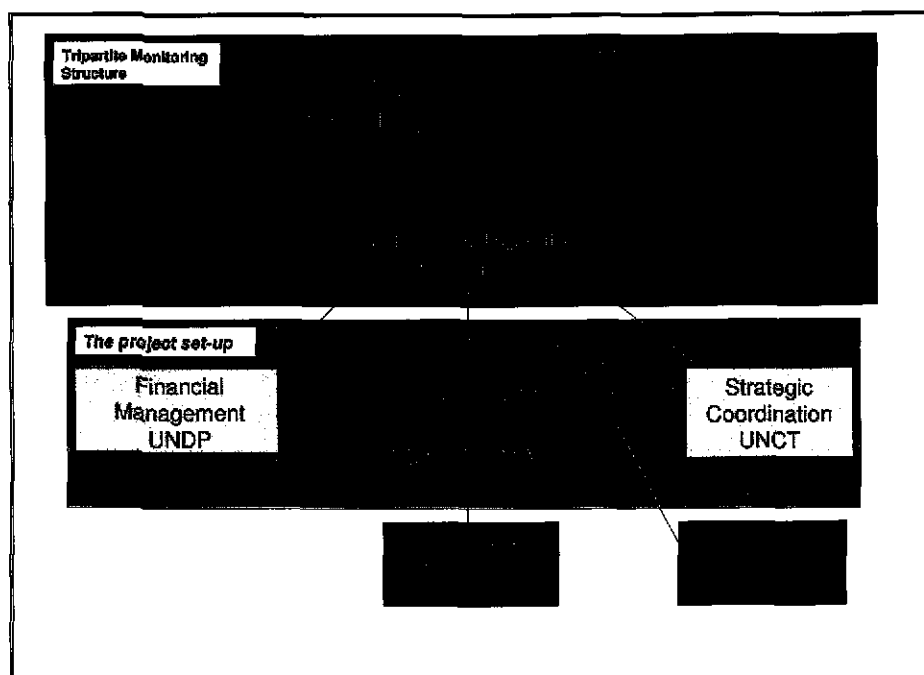
²⁷ It is recommended to get a good, creative radio technician to come and solve problems and carry out training. One very good possibility is Matt Buck of Globecom, Cape Town, South Africa: http://www.globecom.co.za/profile/profile_high.html The consultant has personal excellent experience with using his services and those of his company – but naturally there are others. To budget the following could be useful in relation to Globecom: Flights Cape Town – Luanda USD 1000; Consultancy USD 350 pr day; Travel = USD 175 per day; DSA – USD 200 per day.

3.4 IRIN's coordination of its activities within the UN system

As mentioned above "IRIN Radio Angola" is as of January 1, 2008, no longer with IRIN, but based in a self-contained national set-up: (i) under the administrative oversight by UNDP, who also issues contracts and holds the overall financial management responsibility towards whom the team is accountable; (ii) with the strategic coordination by the UN Country Team (UNCT), headed by the Resident Coordinator (RC).

In response to the Terms of Reference asking for a clarification on how 'exIRIN' coordinates its activities within the UN system, the answer is that besides from the above general description, no management framework has been established.

As a 'management vacuum' is always a very unhealthy situation to be in, leaving space for generation of misunderstandings due to differing interpretations and expectations, a management framework is here proposed by the consultant, based on the information received and the many interviews and meetings held. Included in these meetings are the three debriefing sessions with (i) the Norwegian and the Dutch Embassies; (ii) the UN Country Team; and (iii) the full project staff. The Director took part in all of these debriefing sessions. All of the participants in these sessions agreed in principle with the management framework presented hereunder:



- A self-contained communication unit, producing development content with (national) radio, ensures field coverage and grass roots voices in Angola, strengthening enabling environment
- Managed by the UNDP in the financial area and for programme coordination;
- Being a member of the UNCT in parallel with specialised UN agencies;
- With UNDP as the coordinator, ex"IRIN" reports to the tripartite structure via UNDP;
- The tripartite structure is made up by core stakeholders: UNDP, UNCT, donors
- The tripartite monitoring structure meets on a semi-annual basis (quarterly the first year)
- UNDP calls the tripartite meetings; ex"IRIN" presents a progress report and a workplan;
- UNDP functions donor coordinator, receiving funding from donors;
- Basket funding towards IRIN's strategic plan and action plans is recommended – also to minimise financial administration for bi-lateral and other funders;
- Ex"IRIN" Coordinates UN communication officer network (calling, moderating meetings)

In view of the Norwegian funding

the following role division will be extracted from the above generic organisational framework:

- Executing agent: UNDP
- Implementing agent: ex"IRIN"

As such the implementer reports to the executing agency, who in turn reports to the donor.

3.4.1 Role distribution in management framework for 'the project':

Tripartite structure:

- Composed by UNDP (funding coordinator); UNCT (strategic coordinator of 'the project'; donors;
- Meets initially quarterly – after 1 year semiannually;
- Has approving function for projects, funding agreements, implementation plans, progress reports
- Tripartite structure is only entity empowered to request specific activities outside of agreed implementation plans from 'the project' and to approve policy changes of ex"IRIN";
- Semiannual meetings (initially quarterly) review progress, discuss possible revisions of plans and budgets; discuss issues of special concern for the implementing party.
- Receives progress reports and workplans on quarterly basis including financial information.

UNDP:

- Overall responsible for day-to-day financial management of 'project': project administrator reports to UNDP;
- Programme coordination and implementation support in line with strategic plan;
- Donor Coordinator: receives all funds from donors for 'project', ensures that donors receive reports;

UNCT:

- Responsible for strategic coordination of 'project' when needs arise between meetings of the Project management unit. Director can contact RC and other UNCT colleagues;

The project management team:

- Presents quarterly progress reports to Tripartite Monitoring Structure for discussion and their approval (or not) – two weeks prior to the holding of quarterly meetings;
- Presents quarterly implementation plans to Tripartite Monitoring Structure for discussion and their approval (or not) – two weeks prior to the holding of quarterly meetings;
- Presents strategic plans – and related sub-strategies/ policies – for discussion and approval;
- If needs to deviate from approved plans arise, Tripartite structure is called together for policy agreements until other mechanism with delegated authority has been agreed upon;

3.5 Donor coordination and possible funding mechanisms

The consultant was asked to consider what kind of funding modalities could be envisaged to limit the time to be spent by the Norwegian Embassy / Norad on administration of support to 'the project'. As the Dutch Embassy was faced with an even leaner administrative support structure than the Norwegian Embassy (no development cooperation portfolio left) funding via Holland was not an option. The only and best suggestion emerging – also effectively in parallel to the management structure proposed above, and respectful of the administration time of 'the project' – would be establish a 'basked funding structure'. As the donor coordinator, it is recommended to work with UNDP on this.

Another aspect emerging from this issue is that – if structurally possible – a multi-year funding arrangement between the Norwegian Embassy/Norad and ‘the project’ / ‘the implementation unit’ of, say, five or three years, would require the same amount of administration as a one-year project. As such multi-year funding would be cost effective.

In terms of certainty that the funds were to be used only for the agreed purposes, the above described management framework with quarterly (and after a while semi-annual) meetings of the Project Management Unit where progress reports (with accounts) and implementation plans are approved, should ensure a secure framework.

3.5.1 Funding landscape

During the course of the review and appraisal activities, the consultant made a point out of identifying possible funders in order to produce a realistic scenario for basket funding. Due to the wealth of Angola as a country, which has already left the group of ‘least developed countries’, only few traditional donors are to be found:

- **Norway** still has a development programme in Angola;
- **Holland** no longer has this, but can support ‘the project’ with Human Rights and Democracy funds;
- **Japan** has an extensive bilateral development cooperation programme with Angola. Past contacts had, however, seen the present project as outside of Japanese funding priorities;
- **Spain** has a major fund, but the appropriate person was not in Angola during the mission and did not respond to e-mails: to be followed up upon by project team
- **UNDP Trust Fund for Civic Education**: to be looked into by project team
- **EU**: no project funds, but numerous Calls for Proposals: adequacy to be assessed

To be followed up upon in connection with the development of a partnership strategy.

4. Recommendations on way forward

Ex”IRIN” is a powerful, successful and recognized entity, producing important information products through cutting-edge understanding of the importance of information and communication for development and empowerment in an adverse information and communication environment.

Besides from recommendations related to the continuation of this important range of activities, ex”IRIN” finds itself in an institutional transition phase, where a new management framework is being established. Summary recommendations below are therefore addressed to the different entities responsible for their implementation. For an extensive set of conclusions and recommendations see annex 12.

The recommendations emerging from this report are presented to the following entities:

The Norwegian Embassy is recommended to:

- fund the continuation of the successful activity as the track record is good and the plan for the next phase seems realistic, appropriate and within the proposed budget;
- consider a multi-year funding format, minimising administration for all;
- approve an amended version of the budget (1 year or multi-year), upon satisfactory revision, as the budget presented with the proposal covers a two year period;

- accept budget revisions to facilitate that un-foreseen internal capacity-building of the ex"IRIN" takes place, in order for team to be in shape for taking on the new "nationalised" responsibility;
- accept to make part of the semi-annual tripartite monitoring meeting of the proposed structure.

The UNCT is recommended to:

- formalise proposed management structure (in this report) soonest;
- support the organisational and management strengthening proposed including strategic planning (with related sub-strategies and policies) and the (limited but important) capacity building needed to make team fully functional.

The UNDP is recommended to:

- formalise proposed management structure (in this report) soonest;
- strengthen 'the project' as a self-contained Communication for Development support unit working within strategic framework of the UN, but with space to work as they do now;
- formalise the new managers soonest (title, pay, rights...) ("tomar posse");
- facilitate that the ex"IRIN" carries out participatory strategic planning exercise soonest, including:
 - Developing a partnership strategy as part of the strategic plan
 - Develop a participatory monitoring-cum-impact assessment strategy
 - Develop a management-cum-public information strategy
 - As part of above start monthly 2-page unambitious newsletter to stakeholders
- facilitate that the ex"IRIN" has the space and opportunity to carry out needed capacity-building within their own team (for details see below under ex"IRIN" recommendations:);
- ensure the implementation of the new management framework proposed in chapter 3.4, to avoid a management vacuum and potential differing interpretations & misunderstandings.

The ex"IRIN" is recommended to:

- continue core activities including Camatondo, Angola Adentro, Panorama (health and education) and the programme 'Voz do Campo';
- get impact assessment plans systematized and implemented of this 'edutainment' component for effective feed-back, and to keep cutting edge position;
- immediately get logistics in gear to start Camatondo in the two major national languages;
- negotiate different broadcast time for Angola Adentro;
- find adequate ways of addressing RNAs handling of callers-in to Panorama programmes;
- continue and manage a strong network of rural stringers-cum-community correspondents;
- plan training and exchange sessions for rural stringers of adequate duration;
- explore ways of having 'communication' as a means to actually giving voice, and not just letting actors voice the concerns of the people;
- explore ways of developing formal and supported listening clubs;
- explore possibilities to distribute wind-up radios to listening clubs;
- accommodate both aspects of specific objective 2: capacity building and the generation of an enabling environment;
- ensure that the regular monitoring efforts include the risk-mitigating efforts (clear management structures and strategic management), including the five new risks identified:
 - Human resources not available or adequate;
 - Weak management;
 - Policy changes in Angola, making "IRIN Radio's" objective impossible.
 - Deviation from present course of providing information and voice to people;
 - Getting swallowed up in bureaucracy in RNA or UN, losing track of goal;
- to ensure the planning and implementation of the capacity-building within own team:
 - The Director to attend appropriate leadership-cum-management course;
 - Relevant exposure for added quality and impact

- Get radio studio at office fully functional, install telephone hybrid;
 - Train all relevant staff in creative use of own radio production studio;
 - Set up preventive maintenance routines.
 - English for management team (Director and financial manager);
 - English for professional/programme staff.
- identify good, clear name of 'the project' now, when it no longer belongs to IRIN. Could emerge from Strategic Planning exercise.

ANNEXES

- 1: Terms of Reference
- 2: Work Programme
- 3: List of persons met
- 4: A brief Angolan media landscape
- 5: Debriefing presentation
- 6: Implementation status evaluation of Camatondo January 2006
- 7: Internal OCHA Management Audit, 2006
- 8: Detailed review of "IRIN Radio Angola Project"
- 9: Detailed assessment of project design
- 10: Staff Overview
- 11: Detailed recommendations emerging from capacity assessment
- 12: Extensive set of conclusions and recommendations of this study
- 13: Letter from Director-General Angolan National Radio
- 14: CV summary Senior Communication Specialist, Birgitte Jallo

TERMS OF REFERENCE

Annex 1

FOR A) A REVIEW OF IRIN ANGOLA'S (IRIN) ACTIVITIES IN ANGOLA AND B) AN APPRAISAL OF THE PROPOSAL FOR CONTINUED SUPPORT

(hereafter called the study)

1. BACKGROUND

The proposed study has been initiated as part of the embassy's preparations for a new agreement with the Integrated Regional Information Network (IRIN) based on IRIN's project document of December 2006.

1.1 General background on the Integrated Regional Information Network

On behalf of the UN Office for the Coordination of Humanitarian Affairs (OCHA), the Integrated Regional Information Network (IRIN) provides a specialised news and information service designed to enhance the capacity of the international community to understand, respond to and avert humanitarian emergencies.

IRIN started its work in Angola in June 2003, in collaboration with the Angolan National Radio (RNA). Initially IRIN supported a number of radio programmes that RNA produced, providing content and ongoing consultation. This was later changed, at the request of RNA, asking IRIN to develop its own programming instead.

IRIN's current project in Angola includes two radio programmes "Angola a Dentro" which is a news and current affairs programme airing factual stories on a variety of humanitarian issues, and "Camatondo", which is Angola's first radio soap opera, airing issues and problems facing Angola's rural population and giving voice to their views and concerns. Camatondo addresses issues such as reconciliation, psychological trauma, agricultural modernisation, HIV, gender issues, micro-credit schemes, governance and electoral education, many of whom do not have many other sources of information".

With these programmes IRIN aim to improve the flow of impartial news and information to communities in both Portuguese and local languages. Furthermore, IRIN seeks to incorporate the voices of ordinary people into radio programming to enable the voices of those too-often silent grass-roots communities to be heard by a wider audience.

Both programmes broadcast for 20 minutes each week, but with frequent reruns in the provinces.

OCHA / IRIN will continue to run the project until the end of 2007, after which UNDP will take over the administrative responsibility of the project.

1.2 IRIN's Radio Project for 2006-2007

In 2006 the Embassy entered into an agreement with IRIN Angola for the period 2006-2007.

The goal of the project was to improve the provision of impartial news and information to grass roots communities, and to enable the voices of those too-often silent grass roots communities to be heard by a wider audience.

The Purpose was to provide consistent, credible information on humanitarian and developmental issues in Portuguese and local languages; incorporating the voices of ordinary people into radio programming; and giving capacity-building support and training to national radio.

The rationale behind the support was that in the absence of a fair and open process for the allocation of radio and television broadcasting frequencies, and also the difficulties of reaching people in the provinces by other media, the IRIN Radio Project represented the only efficient way of disseminating information to the provinces.

1.3 Reg. continued support and the project document for 2007-2008

The Norwegian Embassy received a project proposal for continued support for the period 2007-2008 on 26 December 2006.

The objectives of the proposal are threefold:

- *To highlight the still difficult situation of vulnerable groups living in rural areas by producing and disseminating quality radio information targeting rural communities, with the active participation of local communities*
- *To contribute to the professional development of rural journalists in order to (a) ensure the sustainability of efforts undertaken in the field of radio, and (b) improve the functioning of RNA as public service, by means of provincial training and capacity building activities.*
- *To contribute to behavioural change/ facilitate daily life in rural areas for a greater number of listeners belonging to vulnerable groups, by producing the Camatondo soap opera in Portuguese and in national languages, covering topics such as agriculture, mine prevention, health and hygiene (with a stress on transmittable diseases, and particularly HIV-AIDS), rural development and participation, with a crosscutting focus on gender.*

1.4 Other donors

Other donors have until recently been the Dutch Embassy and UNOCHA. For 2008 IRIN is expecting funding from Holland and Norway, although other donors may also choose to join.

2. MAIN PURPOSE OF THE STUDY

The purpose of the study is to:

- a) assess the results achieved during the previous phase (ongoing) assessing the plan, budget and methodology used to reached the planned outcomes.
- b) to appraise the proposal from IRIN covering the period 2007-2008, and to assess the competence and capacity of IRIN Angola to implement the project, taken into account other ongoing projects IRIN might have, including the new administrative model with UNDP and the integration of IRIN's radio project within the UN County Team (UNCT) and support to the UN system's efforts in the realisation of the MDGs.

The study shall provide the embassy with a recommendation with regard to continued support to the project, and, if relevant, inputs for further strengthening of the project.

3. SCOPE OF WORK

The work shall comprise, but not necessarily be limited to the following:

1. To assess the results achieved during the previous phase in comparison with the planned ones and the efficiency of the methodology used to reach the planned outcomes, furthermore assess the realism of the plan and the budget and the relevance of the objectives.
2. To appraise the project proposal for 2007-2008 applying the Norad guidelines for appraisal.
3. To assess to what extent IRIN has followed the recommendations given in the 6-month evaluation of the radio drama Camatondo, and other possible evaluations.
4. To assess IRIN Angola with regard to:
 - Competence and capacity: whether IRIN Angola possess appropriate expertise, as well as the necessary administrative and professional capacity.
 - How IRIN coordinates its activities within the UN system.
5. To assess the extent to which journalist outside of the RNA are included in and benefit from IRIN's activities. Furthermore, provide recommendations on how IRIN can strengthen its support to journalists outside the RNA.
6. To assess the possibility and advantages of channelling the Norwegian support through another agreement partner (in order to reduce the number of agreements and partners in the embassy's total portfolio), or alternatively delegating follow-up and project-management to a like-minded donor.

4. IMPLEMENTATION OF THE STUDY

One consultant will carry out the study. The consultant should have updated knowledge in the following areas:

- On media in general and the media landscape in Angola in particular,
- On civil society in general, and civil society in Angola in particular
- On project and program management,
- Good knowledge of Portuguese.

The consultant will be provided with the necessary documents. The consultant should also familiarise him/herself with MFA's strategy for its development co-operation with Angola over the next planning period, and IRIN's strategies for 2007 and 2008.

The consultant shall debrief IRIN, the Embassy and other relevant donors on the main findings and conclusions of the report at the end of the field work in Luanda. A draft report shall be submitted no later than one week after return. The parties should be given two weeks to comment. The final report shall be ready by the 29th of February 2008.

The consultant will be given 2 days for preparatory work, 11 days of field work in Angola and one week for reporting. Estimated time for the review will be a maximum of 20 days, in January – February 2008.

5. REPORTING

The report's format should consist of an Executive Summary, Methodology used; Major findings and assessments, Conclusions and Recommendations.

The report shall be written in English and should not exceed 20 pages (excluding the annexes).

The final draft of the report, consisting of 5 bounded copies, one unbounded master copy and 2 copies submitted/sent by e-mail in formats: Word and Adobe Acrobat Reader.

Work Programme

REVIEW OF THE NORWEGIAN SUPPORT FOR THE IRIN ANGOLA RADIO PROGRAM, 21. JAN TO 3. FEB 2008.

Date	Time	Programme
Monday 21.01.08	12:15 14:00 15:30	Arrival SA054 Met by IRIN Driver Departure for Guesthouse Green – Vila Alice
Tuesday 22.01.08	08:00 09:00 10:30 11:30 13:30 14:00 16:00	Meeting at the Norwegian Embassy, with Ines – IRIN Meeting with Radio Ecclesia IRIN Office – Briefing with Ines Overview presentation by IRIN staff Lunch with Inês At RNA: Program Panorama Educação and Angola Adentro with Claudia and RNA Victoria da Graça Review technical and financial reports Review program documentation, letters from listeners
Wednesday 23.01.08	09:00 11:00 12:00 13:00 15:00 16:30	Meeting at RNA – Director for Public Relations Meeting at RNA - Director for Canal A <i>Meeting with FAO / UN RC a.i.</i> Lunch with CEFOJOR Meeting with UNDP UNAIDS
Thursday 24.01.08	08:00 10:00 15:00 19:00	Meeting with UN HR Office Meeting with UNICEF RNA Studio Recording of Camatondo Dinner, hosted by the Norwegian Embassy (incl. relevant stakeholders, i.e. partners, representatives from media, civil society etc.)
Friday 25.01.08	07:00 14:00	Focal groups with radio listeners (urban/rural) at Viana – suburb of Luanda Meeting with IRIN management team (Ines and Adelino) to go over IRIN capacity, organisation and management, future plans and needs
Saturday 26.01.08	06:00	Travel to Huambo by road (approx. 10 hours one way) Selected interviews with individuals on the way
Sunday 27.01.08	15:30	Huambo Meeting with local Mãos Livres branch
Monday 28.01.08	08:00 09:00 10:00 11:00 16:00	Huambo Meeting with catholic archbishop and Representative of Radio Ecclesia RNA Provincial branch – meeting with Director and Editor in Chief Meeting at FAO in preparation of field visit Travel to Catchiungo By road, Visit to farmer Field Schools with FAO, and Interview listeners Meeting with Ines – go over IRIN history, activities and review findings
Tuesday 29.01.08	07:45 16:00 18:00	Travel to Luanda – by air Meeting with ADRA Going over findings with Ines
Wednesday 30.01.08	07:30 09:00 10:30 13:00	Meeting at Dutch Embassy with Dimitri Vogelaar Meeting with MISA Meeting with União Europeia with Raul Feio and Jerónimo Belo Meeting with Ines – go over IRIN future orientation and appraisal components Preparation for debriefing
Thursday 31.01.08	07:30 13:00 14:00 16:30	Preparation for debriefing – go over final points with Ines Meeting with Paul Sverre Theraldson at Norwegian Embassy to ensure all is in order Exit Meeting at Norwegian Embassy with Inês – IRIN Preliminary presentation of findings and recommendations (Participants: Embassy, IRIN, UNDP, UNHRO, Dutch Embassy, EU & other stakeholders) Debriefing with UNCT at UN
Friday 01.02.08	09:00 11:00 13:00	Meeting with Mãos Livres Meeting with Embaixada da Espanha Debriefing with IRIN staff
Saturday 02.02.08		Report writing
Sunday 03.02.08	09:45	Depart DT 577

People met during IRIN Radio review and Appraisal, Angola

Lise Steensrud	Minister Councillor, Norwegian Embassy, Luanda
Paul S. Tharaldsen	First Secretary, Norwegian Embassy, Luanda
Vibeke Skauerud	Programme Officer, Norwegian Embassy, Luanda
Inês Filipa José	Programme Manager a.i., IRIN Radio
Adelino Chipaca	Administration and Operations Manager, IRIN Radio
Cláudia Constance	Head of Information and Training, IRIN Radio
Carlos de Carvalho	Assistant Producer, CAMATONDO, IRIN Radio
Olivio Gambo	Assistant Radio Producer, IRIN Radio
Alda	Assistant Radio Producer, IRIN Radio
Candido Kopessala	Intern (about to be recruited as radio producer) IRIN Radio
Avelina Lopes	Administrative Assistant, IRIN Radio
Lucilio Costa	Driver, IRIN Radio
Pinheiro	Driver, IRIN Radio
Miguel C. Beeto	Cleaner, IRIN Radio
Anatolio Ndong Mba	Resident Coordinator (RC) a.i., FAO Representative
Gita Honwana Welch	UNDP Country Director
Vegard Bye	UN Human Rights Office in Angola, Chief of Office
Lone Hvass	UNICEF, Chief of Communication / Public Information
Jose Paulo de Araujo	UNICEF, Head of Programme Communication
Roberto Brant Campos	UNAids, Partnership Advisor
Sofia Miravent	Global Fund / UNDP, Programme Officer
Dimitri Vogelaar	Second Secretary, Royal Netherlands Embassy, Luanda
Jerónomi Belo	Culture and Press officer, EU delegation, Luanda
Raul Feio	Health expert, EU delegation, Luanda
Sebastião Lino	Director, Canal A, Angola National Radio (RNA)
Edith Daniel	Deputy Director, public relations and international relations, RNA
Victoria da Graça	Radio producer, Panorama, RNA
Manuel Vieira	Editor in Chief, Radio Ecclesia, Luanda
Albino Carlos	Director General, CEFOJOR (Centre for journalist training), Luanda
Sergio Zeferino de Assis Calundungo	Director General ADRA (Rural development/environment action)
Ulrika Blom Mondlane	Resident Representative, Norwegian Refugee Council
Allan Cain	Director, Development Workshop, Luanda
Justino Pinto de Andrade	University Professor, Social Science, Luanda
Graça Campo	Editor in Chief, Semanário Angolense
Lasarinho Pulsen	Lawyer, Luanda
Pedro Neto	MISA President, MISA Angola
Noa Wete	Executive Director, MISA Angola
Pedro Santa Maria	MISA Information Officer, Angola
Salvador Freire dos Santos	Mãos livres, Luanda
Francisco Rufino	Director, Mãos Livres, Huambo
	Station Manager, RNA Huambo
José Sequesseque	RNA journalist, Huambo
Agdula Carriso	RNA journalist, Huambo
	Archbishop of Huambo
Cyprien Ndambi Ndoki	FAO /PESA, Trainer/consultant, 'Escola de campo', Huambo
Paolo Sozinho Sousa	Technical assistant, 'Escola de Campo', Huambo
Jacinta Nachilonbo André Sapalalo Graciana Nachilombo Adelina Schelombo	Farmers in Ekhunya, members of 'Escola de campo'
Father Jorge	Head of large Catholic congregation in Viana
Maria Melia Mário	Radio listener, Viana (coming from Huambo)
Teresa José Bernardo	Radio listener, Casualala (between Luanda and Huambo)
David Beto Romão	Radio listener, Casualala

A Brief Angolan Media Landscape

Angola's constitutional law ensures "*freedom of expression, assembly, demonstration and all other forms of expression...*"²⁸. Additionally, the constitution and the new press law passed on 28 April 2006²⁹ both state that norms related to fundamental rights shall be interpreted in accordance with the Universal Declaration of Human Rights, the African Charter on Human and People's Rights (ACHPR)³⁰ and other international instruments to which Angola is a party³¹.

As a party to the ACHPR, Angola has agreed to protect the right to freedom of expression and information: "*1. Every individual shall have the right to receive information; and 2. Every individual shall have the right to express and disseminate his opinions within the law*"³². Furthermore Angola has ratified the Universal Declaration of Human Rights and a series of other international conventions³³.

The new Angolan press law itself clearly states that³⁴: "*1. Press freedom is meant to cover the right to inform, to be informed and to obtain information through a free exercise of press activity, without neither limitations nor discrimination; 2. The press freedom cannot be subject to any kind of censorship, especially of a political, ideological or artistic nature.*"

In spite of the opening space provided by the press law, its later details make Human Rights Watch state that:

*"The new legislation represents an improvement over Angola's previous press law in many respects... Human Rights Watch ...is concerned that [it] still contains elements that fall short of international human rights standards... it includes provisions that may result in excessive limitations on press freedom; and it provides for the establishment of licensing procedures for private TV and radio broadcasters that are largely subject to the discretion of governmental bodies."*³⁵

The latter reference to the press law covers all exercise of radio broadcasting by the state, public or private entities, including community radio (article 48), referring back to article 46, where it is highlighted that special legislation will later establish mechanisms to make use of the rights.

In spite of the formal space provided, journalists are being detained and jailed for longer periods (a Radio Ecclesia journalist was jailed for *being present* during a rally). Without a transparent press freedom situation, self censorship is the order of the day, and the many excited initiatives to start up private media and networks of community-oriented radio due to the advent of the new press law, were at the time of this review found to be put back into the drawers of journalists and civil society.

In this media environment the very limited number of media outlets is easily understood

²⁸ Lei Constitucional de República de Angola (Lei Constitucional), lei no. 23/92, de 16 de setembro, art.32

²⁹ Lei de Imprensa, Lei no. 7/06 de 15 de Maio, article 4 "Interpretação e Integração".

³⁰ African (Banjul) Charter on Human and People's rights, adopted June 27, 1981, OAU doc CAB/LEG/67/3rev.5, 21 I.L.M. 58 (1982) entered into force October 21 1986, ratified by Angola on March 2, 1990.

³¹ Lei Constitucional, art. 21.

³² Banjul Charter, art. 9 (right to receive information and express opinions).

³³ "Still not fully protected. Rights to freedom of expression and information under Angola's new press law". Human Rights Watch. November 2006.

³⁴ Lei de Imprensa, Lei no 7/06 de 15 de Maio, article 5: Conteúdo da liberdade de imprensa (content of the press freedom).

³⁵ Human Rights Watch op cit.

- ✓ Rádio Nacional de Angola (RNA), state-run, operating Canal A, Radio 5 (sports), Radio Ngola Yetu, Radio FM stereo and 27 provincial stations;
- ✓ Radio Ecclesia: Roman Catholic FM station in Luanda (has provincial stations established but not yet opened as the radio has not been able to get licenses);
- ✓ 6 private radios of which all but one are owned by high profile MPLA members;
- ✓ 1 national state TV with one national and one Luanda-based channels;
- ✓ 1 daily government newspaper 'Jornal de Angola';
- ✓ 7 private weeklies, available only in limited editions and with one exception only in Luanda.
- ✓ 1 state-run Portuguese and English language news agency 'Angola Press: Angop';
- ✓ 1 Portugal-based news portal 'AngoNoticias'.

**If the radio had been here,
we would have wanted to go on air,
Share and listen to the others...**

Annex 5

Please find full
debriefing show
as a separate
document
due to its size



Debriefing on
Review and Appraisal
Of
IRIN Radio Project Angola



Carried out by:
Birgitte Jallof
January-February 2008

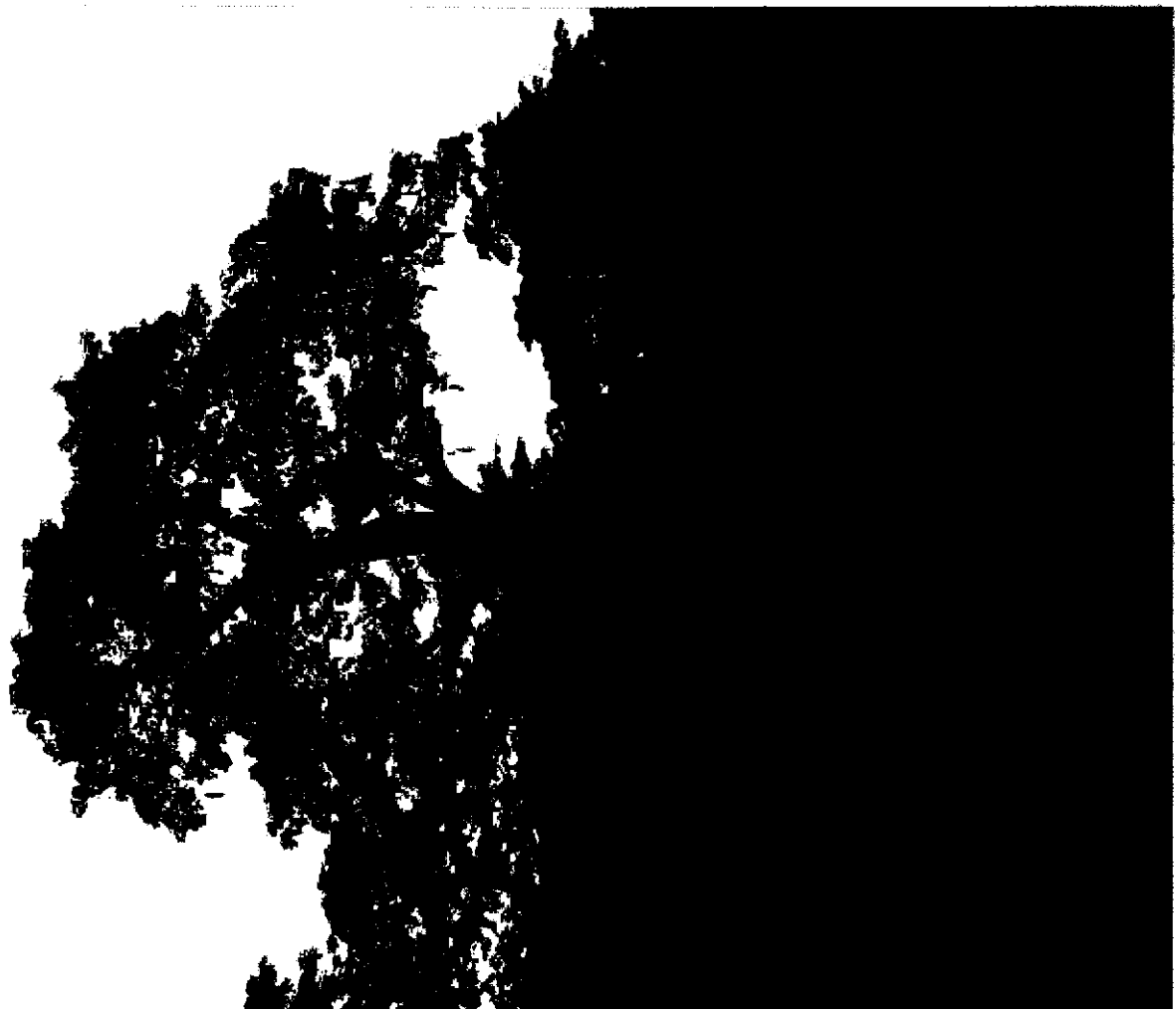
**If the radio had been here,
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Share and listen to the others...**



Debriefing Presentation:
Review and Appraisal
of
IRIN Radio Project Angola

Carried out by:
Birgitte Jallo
January-February 2008

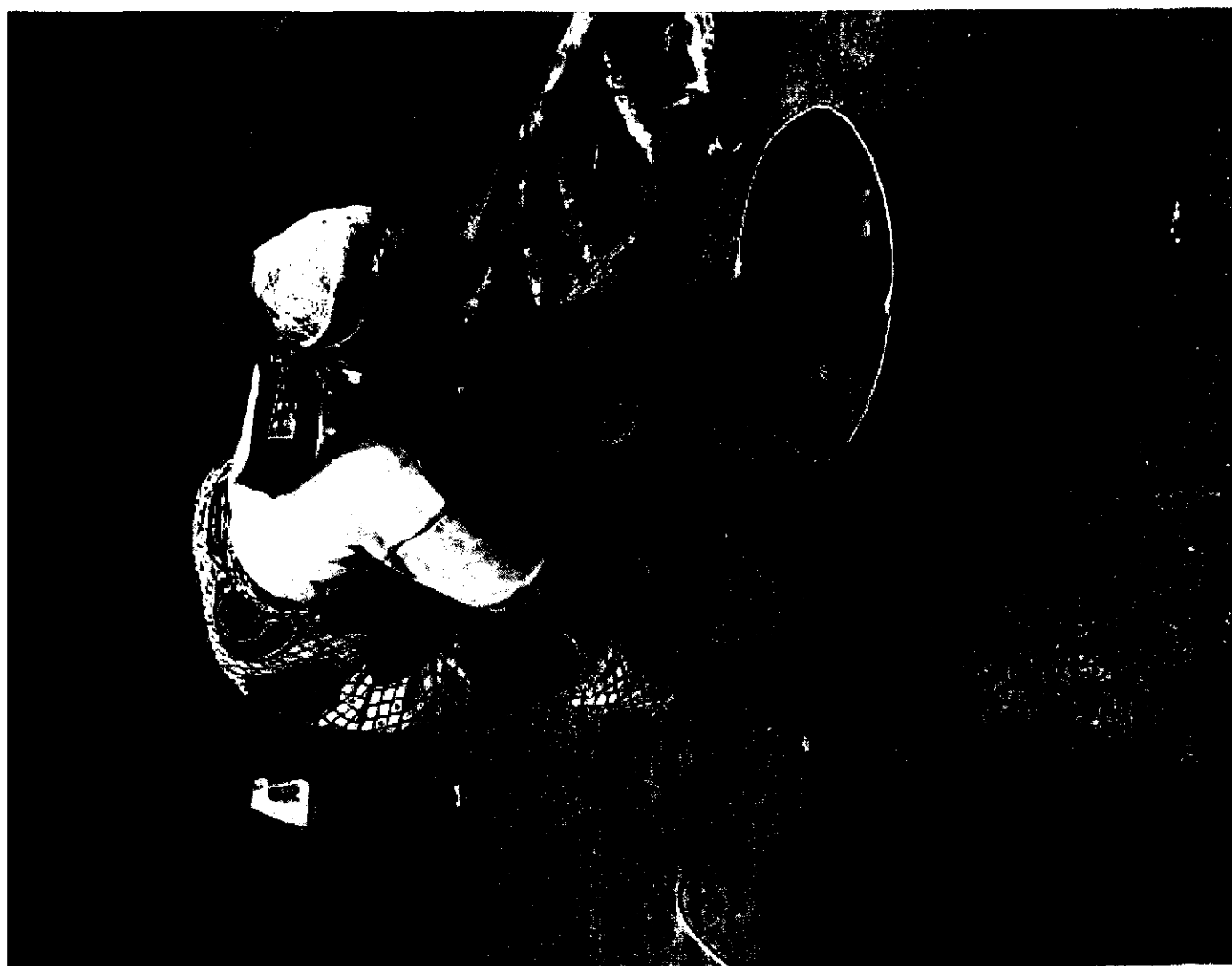




















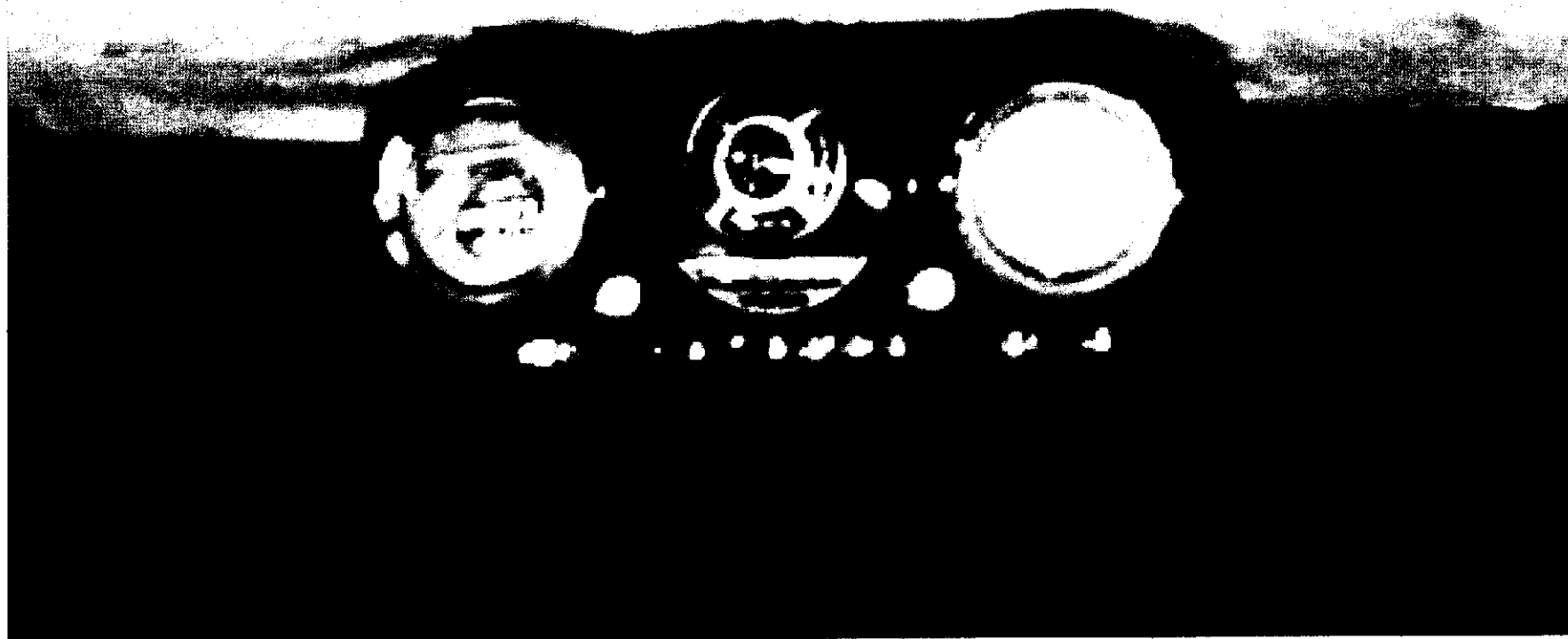
















**Money doesn't create
development**

People do!



The purpose of the study is to:

- a) assess the results achieved during the previous phase**
- b) to appraise the proposal from IRIN covering the period 2007-2008**
- c) to assess competence and capacity of IRIN Angola to implement the project, taken into account other ongoing projects IRIN might have, including the new administrative model with UNDP/ UNCT**

Methodology:

- **Documentation**
- **Interviews**
- **On-location verification**
- **Qualitative studies:**
 - **'mini survey'**
 - **information and communication audit**

Environment for project:

**2005 Angolan poverty reduction strategy:
“Estratégia de Combate à Pobreza” (ECP)**

Overall objective:

“The overall objective of the ECP consists of a consolidation of peace and national unity through a continued improvement of the life conditions of the Angolans most in need and vulnerable, for them to take an active part in the process of economic and social development.”

Participation (38)

Radio with dialogue

Communication, Generate knowledge missing, Behaviour change, media.

Media landscape Angola

Rádio Nacional de Angola (RNA), state-run, operating Canal A, Radio 5 (sports), Radio Ngola Yetu, Radio FM stereo and 27 provincial stations;

Radio Ecclesia: Roman Catholic FM station in Luanda (has provincial stations established but not yet opened as the radio has not been able to get licenses);

6 private radios of which all but one are owned by high profile MPLA members;

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7 private weeklies, available only in limited editions. With one exception only in Luanda.

1 state-run Portuguese and English language news agency 'Angola Press: Angop';

1 Portugal-based news portal 'AngoNoticias'.

Environment for project:

Norway's Development Assistance Priorities:

(i) combat poverty

**(ii) contribute towards promoting peace, democracy,
human rights;**

**(iii) promote responsible management of environment;
biological diversity;**

**(iv) Contribute towards preventing hardship and
alleviating distress arising from conflicts and natural
disasters;**

**(v) Contribute towards promoting equal rights and
opportunities for women and men in all areas of**

“Guidelines for support to free media in developing countries” Norad 2003:

“ This support is to be treated as an integral part of development aid and viewed in the context of other efforts to promote good governance, in order to ensure a holistic management of all media channels and tools.”

“Promoting the principles of freedom of expression and the right to information , particularly for the poor and for groups on the periphery of society, will be a key area in the dialogue with the authorities and our partners and main partners countries.”

Norwegian Guidelines for Norwegian Collaboration with Angola 2006-2010

Core areas of collaboration

- **good governance;**
- **respect for Human Rights;**
- **a responsible resource-and income management through strengthening capacity of institutions and organisations.**

The development cooperation will focus on

- **energy;**
- **good governance and human rights; and**
- **education.**

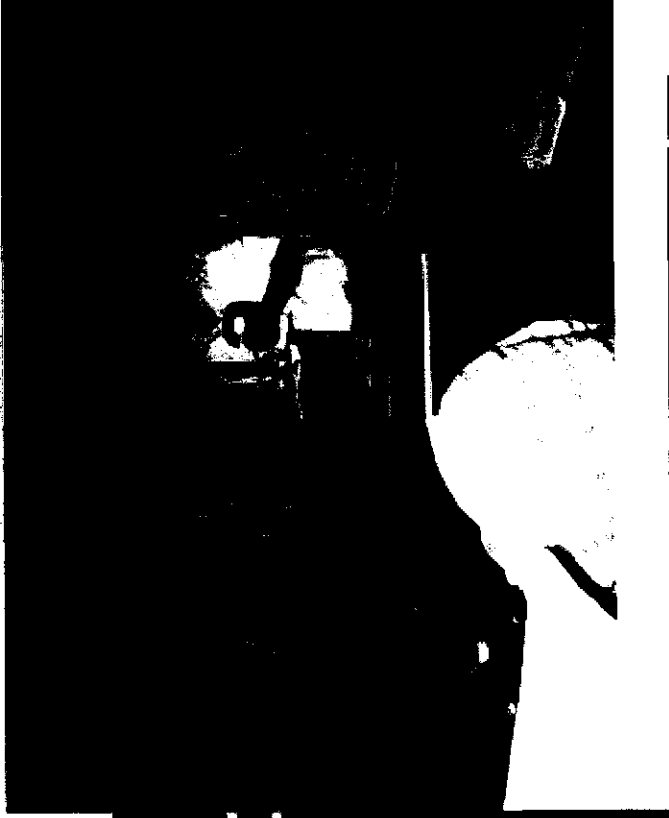
“Retningslinjer for Norges samarbeid med Angola 2006-2010”.

Earlier reviews and evaluations: implementation status?

- **6-month evaluation Radio drama “Camatondo”
by Niamh Hanafin, Jan. 2006**
- **Internal OCHA management audit
by Patrick Kinuthia, October 16-22 2006**
- **Regional review for OCHA
by David Smith May-July 2007**

Review

IRIN Radio Project



IRIN Radio Project:

	Originally planned	Actual
Project Starting date	May 2005	May 2006
Project completion date	April 2006	April 2007

Goal of the project:

*to improve the provision of impartial news and information
to grass roots communities, and
to enable the voices of those too-often silent grass roots
communities
to be heard by a wider audience.*

The Purpose of the project:

*to provide consistent, credible information on humanitarian
and developmental issues
in Portuguese and local languages;
incorporating the voices of ordinary people into radio
programming; and
giving capacity-building support and training to national radio.*

Outputs phase 1 (first three months):

- **2 New staff to production of Angola a Dentro and the drama.**
- **List of Effective Stringers still working in the programme created.**
- **Document to guide second phase of stringer programme**
- **Studio built**
- **New stringer group identified**
- **Course completed, capacity built**
- **More consistent reports coming in from the field**
- **Production plan in place**

Outputs phase 2 (months 4-6):

- **New stringer group ready**
- **Assessment and Training plan in place**
- **Training takes place**
- **Reports coming in consistently from the field**

Main recommendations phase 1 and 2:

- Carry out a strategic planning exercise;
 - Management team to take charge and 'become owners';
 - To consider different funding modalities as a part of this;
 - Appropriate management capacitation of the team;
 - Outside assessment of the technical situation of the studio:
 repair, preventive maintenance routines, training staff;
 - Proper recruitment of the two staff;
 - Local correspondents' network established, functional;

Outputs phase 3 (months 6-12):

- Radios distributed**
- Training plan in place**
- Equipment needs identified**
- Capacity of stringers and producers build**
- Equipment in good shape**

Recommendations phase 3:

- **Prepare course well, ensure well prepared, pre-tested and finalised materials for the participants to bring home;**
- **Request from the UN agencies to prepare fact sheets on their organisation; on each of the priority areas; on proposed ways of addressing different topics and issues for radio;**
- **Important to make use of the journalism handbook - reference material;**
- **Management and coordination frameworks between “IRIN Radio” and the correspondents’ network in writing;**
- **Practical and effective training in the use of the equipment as well as basic preventive maintenance routines.
Ensure that this is also documented in easy-to-use materials .**

Review Summary in view of project goal and purpose

During the present study it was highlighted by stakeholders from the multilateral organisations, embassies and civil society alike that:

- IRIN Radio has managed what no-one has managed before, namely to get different messages on the only radio reaching the whole country with a development mandate;
- IRIN Radio has managed to move from the role of an outside of RNA in 2003 into the heart of RNA programming, co-producing in close collaboration with the RNA staff and managers
- IRIN Radio has a position in terms of editorial influence and creating a space for other voices and other issues that no-one would be able to obtain in today's state media environment.
- Camatondo is by the representatives of the target group understanding Portuguese perceived as a weekly cult-event
- Camatondo is by the representatives of the target group understanding Portuguese seen as 'my school', 'where I listen when I want to understand and learn', 'my friends sharing good lessons for life with me', etc.

During the present review it was found that:

- The further we got away from the national and the provincial capitals, people might know about Camatondo, but fewer listened - Portuguese not good enough;
- This was and is especially true among women;
- Only one of people met knew about 'Angola Adentro' which she had heard once.
- All commented that the Angola Adentro broadcasting time: 11:15 is not a radio time
- One episode of 'Panorama on Education' was observed, where the RNA moderator of the show cut the listener off in a very unpleasant manner;
- One in every three had a radio, which was often not active due to batteries missing,
- All confirmed that radio is the most powerful medium in the rural areas.
- radio to be having an even very high level of confidence among its listeners
- best radio listening time in the rural areas between 7 and 17

Information and communication audit

- on the road between Luanda and Huambo, individuals: no specific information and communication needs unmet mere highlighted
- groups interviewed around 'escolas do campo' in Ekunha, Huambo, were eager to learn a lot more – and very interested in have exchange with others in a similar situation: sharing and learning.

Summary recommendations emerging from review

- **“IRIN Radio” semi-autonomous C4D support unit within the strategic framework of the UN**
- **Carry out strategic planning exercise**
- **Identify adequate multi-donor funding mechanism**
- **Norway to fund via Holland – or basket arrangement?**
- **Continue Camatondo**
- **ASAP Camatondo in the two major national languages**
- **Negotiate different broadcast time for Angola Adentro**
- **Find adequate ways of addressing the ways of handling callers-in to the Panorama programmes,**
- **Establish and manage a strong network of rural stringers – cum – community correspondents**
- **Plan training and exchange sessions for rural stringers of adequate duration**

Essa radionovela Camatondo é uma prova suficiente para se confirmar a vida vontade que cada angolano tem de reconstruir a sua vida e o seu país. Ela retrata a vida de pessoas que retornaram às suas terras, e estão a recomeçar as suas vidas, após o Acordo de PAZ de 4 de Abril de 2002 em Angola. Obrigado.

Laurindo Cazumissa.

Argumentos:

- Sugiria que o programa tivesse repercussões nos fins de semana e durante o tempo da semana.
- Queria se programar a grande brecha nas adolescentes e uma eventual provocação de abortos.
- Queria ou reforçar a Moral, Educação Física e a Etica.

Descobertas, perguntas, como fazer ser mais de fugir. E tudo.

Queria que fizessem a hora certa.

Algo faz sentido e preciso.
Atender.
Tel: 92532334
24.07.07
Manuel de Jesus

PROGRAMA KAMATIENDO

Fisiológico: 1) AREFENDIMIENTO

A transmissão no rádio - Personagens: → Fermias - esposo
→ Josequina - esposa
→ Elisa - Vizinha
→ Chico - mãe da esposa

SENÁRIO

Ermiás → Minha mulher aqui em casa já não está a te entre-
tendo, estás muito diferente, já não aromas bem a casa, já não me
organiza a roupa, o que está acontecendo a final?
José Ferraz → Não me ponha berrulho, já aturei muito, te-
ra que já diz o nome, tive lucros.

Josef. → Não me ponha barrulho, já aturei muito, q-
ue já já diz nunca tive lucros.
Er. → Josefa na hoje tu me digas isso, sem pensar onde que
de saíras e onde vamos?
Josef. → Deixe-me em paz, sempre foi o mesmo português
e melhor nunca vi.
Er. → Alp

fer. → Olha mulher nunca te esqueces os melhores tempos vi-
do, bem sabes que sou quadrado, um dia terei emprego, o velho
diz: VALE A PENA CHORAR UM HOMEM E NÃO RIR UM HOMEM.
O seg. → É sou você que esperas o futuro...
o presente: para...

Continuation next slide...

... CONCLUSION.

----- ➡ DÍVORSIO ⬅ -----

Conclusão do episódio ➡ Ver o Historial
= FIM =

Trabalho do vosso melhor curinte do programa Kamatondo no
Nige.

VUNGE PEDRO - professor da escola do ensino geral
do Iº e IIº Níveis nº 295 em Candombe-Velho.

Uige aos 25 de junho de 2007

APPRAISAL

IRIN Radio Project Angola

Project Document 2007-2008



Specific objectives 2007-2008:

INFORMATION

To highlight the still difficult situation of vulnerable groups living in rural areas by producing and disseminating quality radio information targeting rural communities, with the active participation of local communities.

ENABLING ENVIRONMENT

To contribute to the professional development of rural journalists in order to
(a) ensure the sustainability of efforts undertaken in the field of radio, and
(b) improve the functioning of RNA as public service, by means of
provincial training and capacity building activities.

EDUTAINMENT

To contribute to behavioural change/ facilitate daily life in rural areas for a greater number of listeners belonging to vulnerable groups, by producing the Camatondo soap opera in Portuguese and in national languages, covering topics such as agriculture, mine prevention, health and hygiene (with a stress on transmittable diseases, and particularly HIV-AIDS), rural development and participation, with a crosscutting focus on gender.

Assessment of the planning process

- **The quality of the underlying analysis and planning process of the programme,**
- **Participation of relevant stakeholders in the process.**
- **The relevance of the programme (issues to solve)**
- **Interests of the involved stakeholders**
- **The use of lessons learned from earlier experience with similar programmes**
- **Other planned or on-going programmes that may influence the implementation**

Quality of the indicators and means of verification?

The quality of monitoring/ impact assessment systems?

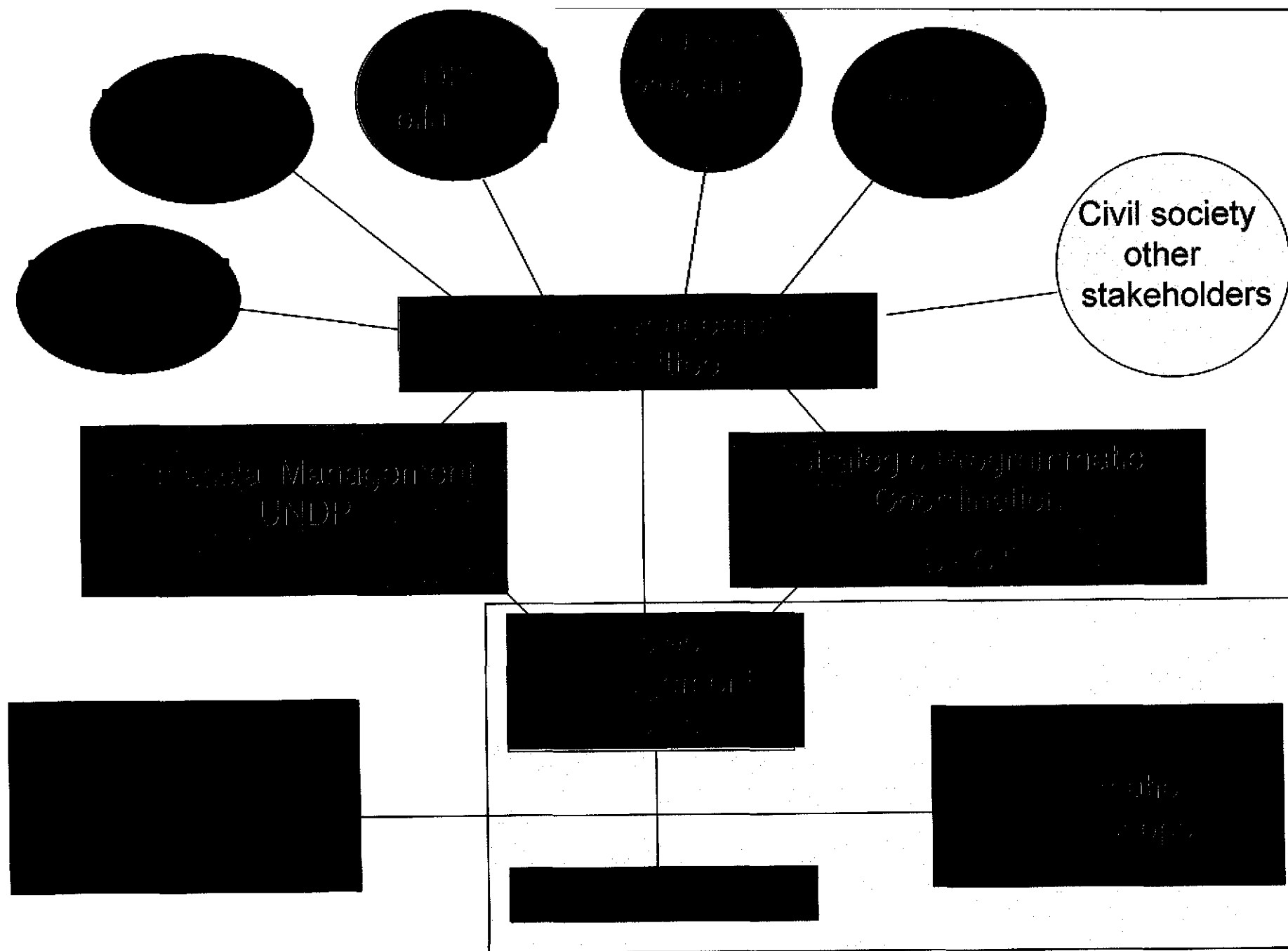
Letters from listeners

Using the actors

Strategic planning exercise will answer

competence and capacity ?
appropriate expertise ?
necessary administrative and professional capacity ?

- **Project management team – 2**
- **Need to take on ownership after tumultuous management period**
- **Strategic planning**
- **Partnership strategy**
- **Management and leadership capacitation**
- **IRIN's coordination of activities within the UN system**



Radio for Development & Empowerment

- 'Rádio das Nações Unidas' na RNA
- Capacity building unit for stringer network
- Capacity building within RNA
- Support Unit for Community Radio

A semi-autonomous communication unit, producing development content with national radio, ensures field coverage and grass roots voices in Angola.

Reporting to 'Project Management Unit'

Coordinating the UN communication officer's network

A partner in UNCT

Financial Management by UNDP, donor coordinator

Assessment of Sustainability and risks

- **Deviating too much from present course**
- **Getting swallowed up in bureaucracy: RNA or UN**
- **Policy changes in Angola**
- **Lack of adequate funding to do the important**
- **Human resources not available or adequate**

Assessment of donor coordination and channelling Norwegian support

- **Roles and responsibilities: donors and partner**
- **Alignment with partner's system and procedures**
- **Efficiency of framework for cooperation**

Implementation Status of the

“6-month evaluation Radio drama “Camatondo”” by Niamh Hanafin, Jan. 2006

This very thorough and positive evaluation, concludes with the presentation of 11 recommendations to “build on what has already been achieved and to offer practical steps to ensure that the potential impact of *Camatondo* is realised”. Below it is assessed to which degree recommendations have been followed-up upon.

Recs 1-4: The eleven recommendations includes four, which all relate to the development of the script: Develop specific messages for each topic, develop storyline for the the next 6 months, reduce the number of parallel storylines and reduce character involvement in multiple storylines. *It was documented to the reviewer how these recommendations had been followed up upon.*

Rec 5: Review the broadcasting times of *Camatondo*, particularly on provincial stations. No audience research carried out prior to going on air – identifying among others good listening time. *This recommendation had been followed by IRIN through registration of letters from the audience. As Camatondo is produced in a partnership with the national radio, which does also not have any kind of research carried out around other programmes³⁶, it was found difficult to do more. Some impact assessment studies were being considered at the time of the review.*

Rec. 6: More ongoing, regular promotion of *Camatondo*. *This has been done through the programmes, through occasional roadshows and through the network of stringers. The suggested publicity spots had not been followed up on.*

Rec. 7: Reinstate the Advisory Group as a source of professional input into content and messages. *This recommendation has been followed by not having one general advisory group, but having thematic groups established within the areas of the different subject-matters Camatondo touches upon/works with. Each of these groups meet with the producers every two months.*

Rec. 8: Establish a system of audience feedback. *To follow up on this recommendation the address is always mentioned at the end of Camatondo to facilitate listeners writing to the programme. This is being done quite a lot, and all letters are registered in a systematic database, and the proposals and suggestions are used to a large extend. To motivate listeners to write they receive a Camatondo t-shirt when they write. As it is often not possible to have live phone-ins after the programme, listeners receive the actors’ phone numbers during road shows. This means that a group of listeners regularly call specific actors, commenting upon the shows they have heard. The actors feed this information back to the script-writers. A system to register this feedback more rigorously is being discussed in the team.*

³⁶ According to the Director of Canal A within RNA Sebastião Lino. Interview by reviewer on 23.1.2008

Rec. 9: More thorough monitoring of broadcasting on provincial stations.

This point has been followed through the regular contacts had between the ' coordinator of information and training' and the provincial stations of the national radio. This has, however not been registered in a systematic manner. It is foreseen that such systems will come in place with the revival of the stringer and rural correspondent network (training course planned for last week of February 2008).

Rec. 10: Expand the Camatondo production team.

The recommendation has not been followed: Camatondo has not received more staff. It is planned to recruit one more person – and in connection with the launch of the national language programmes in Kibundu and Ubundu both script writers and actors will be recruited for these new shows on a part-time basis.

Rec. 11: Continue Camatondo into a second series.

This recommendation has been followed – in such a dedicated and successful manner, that it is foreseen to continue... forever.

**Mission Report – Status of Operation's Performance in IRIN Luanda-Angola office
Undertaken 16 – 22 October 2006 by Patrick Kinuthia**

Task	Observation	Noted Defficiency/ies	Recommendation	Responsible Officer
Payments processing	-Processes established and all controls are in place with Enrico signing off all payment requests. -Good working relationship with UNDP in place. -Held meeting with DRR(O) and Finance team and access to ATLAS granted -Filing of financial documents complete and exhaustive	No major deficiencies noted. Adelino found to be fully in control and aware of all the requirements of his duties as far as processing of payments is concerned. -Some payments charged to unrelated budget lines. -Direct access to ATLAS very critical and helpful but not in place. -Some friction evidenced between UNDP DRR O and Enrico on the protocol and modalities on handling of emerging problematic payment issues.	Adelino to reverse those payments charged to unrelated budget lines. -OCHA IRIN to send a formal request to UNDP for Adelino to be granted access rights to ATLAS Enrico advised to re-establish good relationship with the DRR O since most of the operational difficulties could be sorted at his (DRRO) level. There is need for an introductory visit/ courtesy call on the DRR O. Before end of mission Enrico informed Patrick that he had sent an e-mail to the DRR O on this issue and planned to make an introductory visit to UNDP	Adelino Patrick Enrico
Budgetary Planning	-Payments within cable			

and Financial Controls	allocations -OIFS never worked appropriately -Controls done properly on spreadsheets -Cables filed properly -Local salaries paid in dollars -Actors payments being paid to Innes Filipa	-Financial Rules require that all local salaries to be paid in local currencies -Actors payments being paid to Innes Filipa	-OIFS to be re-installed and updated -Not much IRIN could do since the local UNDP is supposed to abide by this rule Actors payments to be made in the name of Enrico – He holds a fixed term contract/ALD	Patrick Paul Enrico
Stringers	Very few stringers with only one payment done within the year	-A proper system on the management of stringers does not exist. -Mini disks issued to non professional stringers and thus not put into productive use to the benefit of IRIN	-The stringer's management to be restructured and consolidated -The stringer's master list to be prepared and retained -All LOUs to be received and retained in the stringer's files -All minidisks to be re-called and accounted for - to be later re-distributed to selected professional stringers	Enrico Andrea Adelino
Staff files	<i>Leave records maintained and filed in order</i>	<i>Files in good order</i>	Continue with the existing system	Adelino
Petty cash	Being handled by Adelino	-Not a very good system in place -No approval of petty cash expenditure before these expenditures are incurred.	-Proper operation of petty cash to be put in place as per the UN rules -Enrico to approve all petty cash payments before expenditure	Adelino Enrico

Registry	Register book not in place	-Register book does not exist	-Register book to be maintained and constantly updated with the incoming mails dated and logged in. -All stringer's stories to be recorded and filed in the stringers' file.	Adelino Adelino
Stringer Payments		-Done in the name of Adelino - Risky	-Uncollected stringer payments should be banked as quickly as possible -Stringer payments to be issued in the name of Enrico	Adelino Adelino
Attitude of Operations towards support function	-Very supportive to management and international staff -Proactive-ness in taking collective action	No major deficiencies noted.	Maintain status quo.	Adelino
Travel	Travel activities being undertaken in good time and diligently	Terminal expenses not being paid to travellers as long as official travel is provided	Adelino advised on the travel rules governing terminal expenses where US\$11 is paid as terminals when official travel is provided	Adelino
Human Resources Salary Increments	-Files updated properly PAS, IT policies etc in the files	-Some staff not yet taken security course Salary Increments -Claudia US\$ 500 -Ines Filipa US\$ 1170 -Andre None -Carlos US\$100 -Renato US\$ 100 -Adelino US\$ 498	-To ensure that all staff take the Advanced Security Course and the certificates filed. To harmonise the salaries amongst the staff members according to qualifications, experience and competencies	Adelino Adelino Patricia Patrick Mark
Inventory	-System in place on a spreadsheet	-Recent inventory movements not updated -To establish the status of the second studio -Vehicles in bad shape.	-Recent inventory movement to be updated -To ensure that rules are followed in donating the studio to RNA -A solution to be sort on the best way forward. Either sell off the three vehicles and purchase	Adelino Adelino Enrico

		One completely broken down. Two in some working order but incurring huge maintenance bills	one good vehicle or seek to transfer a good vehicle from our other offices.	Patrick Mark
Stationery	-Stationery being issued with <i>proper recording and accountability</i>	-A comprehensive system is in place to record receipt, issuance and available balances	To maintain the status as it is.	Adelino
Procurement	-All procurement rules are being followed. -Filing of the procurement documents okay	Maintain the system in place	Keep up with what is in place	Adelino
Receipts of cash and cheques	-Receipts and processing of cheques – No cash received in this office	Maintain the system in place	Keep up with what is in place	Adelino
Recovery of personal calls	Well controlled. Ceiling of US\$22 maintained for all the staff.	Maintain the system in place	Keep up with what is in place	Adelino
OIFS		Stalled in April 2006	OIFS to be re-installed locally on Adelino's computer	Patrick/Adelino
Lease agreement	There does not exist a lease agreement with the government on the office space	Future status unknown but confident that the government will continue housing IRIN	Need for the tenancy status to be officially negotiated and agreed, then documented for the sake of future plans of IRIN	Enrico
General Proactiveness	Good. Adelino is alert to the requirements of his work. -Good working relationship evidenced between management and operations,		Maintain status quo.	Adelino

IRIN Radio Project Angola May 2006-April 2007

Detailed Output-based review of the first Norwegian funded project phase

1. Outputs phase 1 (first three months):

- a) Two New staff contributing to production of Angola a Dentro and the drama.
- b) List of Effective Stringers still working in the programme created.
- c) Document to guide second phase of stringer programme
- d) Studio built
- e) New stringer group identified
- f) Course completed, capacity built
- g) More consistent reports coming in from the field
- h) Production plan in place

1.1 Review of activities and outputs

1a: Two new staff:

One was recruited to produce 'Panorama Saude' (health) and 'Voz do Campo' (Voice from the fields) with the status of consultant – not staff. This due to funding insecurity in the transition process between OCHA and UN administration. Olivio Gambo will be contracted as staff as soon as the funds from the Dutch are received.

The other one was supposed to assist in the different 'information' programme activities, including 'Angola Adentro' and the Panorama programmes. This person is not yet recruited as staff, but works as a consultant.

1b: List of Effective Stringers still working in the programme created.

Has been initiated and is regularly updated by the 'information and training coordinator'. In 2006 not much material was received from the stringers, which meant that the network almost de facto dissolved itself. Many of the stringers were not particularly suited to be stringers. It was planned to call for applications to have people with a good profile: nurses, teachers, journalists and other relevant background and experience. This did not happen, but during work in the fields, adequate candidates were identified by the 'IRIN' team. These started on a modest scale to function as stringers. The plan to carry out a course for all stringers to capacitate 'a new beginning' was made. The course was postponed several times, and will take place the last week of February 2008: time has been booked with CEFOJOR, a manual has been developed and the participants notified about the upcoming course in Luanda.

1c: Document to guide second phase of stringer programme

Not developed during the period 2006-2007, but included as plans in the project document for the period 2007-2008 (appraised in section 4 hereunder).

Id: Studio built

Studio installation was finalised October 2007. As, however, some technical difficulties including some noises have not been resolved, the studio is only being used partially – primarily for editing soundscapes for the programmes. The telephone hybrid has furthermore not yet been installed. The studio's potential to record and edit ready programmes is as such not being utilised. Technicians from the RNA, who installed the studio have been awaited, but they have postponed coming week after week.

Ie: New stringer group identified

Yes: two new stringers have been identified in all provinces, except for Luanda.

If: Course completed, capacity built

Course has been delayed and will take place February 2008.

Ig: More consistent reports coming in from the field

This has not happened yet, but is expected as an immediate result of the above mentioned course.

Ih: Production plan in place

This has not happened yet, but is expected as an immediate result of the above mentioned course.

1.2 Assessment

This first three months period – and actually the whole project year – was marked by the history of continuing changes in the overall management of the IRIN radio project³⁷. This meant that the core activity of the project: to continue to manage and implement its partnership with the Angolan National Radio (RNA) was maintained consciously and to the apparent satisfaction by partners and listeners alike, the radio studio was built, is present at the IRIN offices in what appears to be in a good working order and in frequent use.

Despite not having a fully functional stringer network in place, the IRIN team maintained having had regular inputs from the field, secured by the IRIN staff traveling regularly to the field.

All more strategic, longer-term management issues and activities appeared, however, to have been put on a back-burner. This includes the recruitment of the needed (and funded) staff, working instead for an extended period as formal 'part time consultants', but de-facto full time staff; building up of the central and important network of (rural) correspondents all over the country, including its capacitation, strategic management and resulting multi-language inputs to the programming.

The absence of strategic clarity and direction could furthermore be an effect of the "IRIN radio project" being seen as exactly "a project" of limited duration and funding not being clear. This on the one hand, and on the other having the overall project management placed in Nairobi and later in Johannesburg, coupled with the changing Angola-based day-to-day management, appears to have resulted in a conscientious but not very strategically and structurally visionary management.

This difficult period looks, however, as having already been overcome towards the end of the project phase through a number of decisions being made. These include (i) a resolve to consider the

³⁷ The project was established in 2003 with Anna Richardson as project manager, followed in September 2004 by Maria Benavides, then in March 2005 by Daniel Walter, who in June 2006 was succeeded by Enrico Muratori, leaving Angola again one year later, completing his assignment by 31.12.2007 through two missions in September and November '07.

Angola IRIN Radio Project as not just a 'project' but a national activity of a longer duration, (ii) to move the management from IRIN Johannesburg to Luanda; (iii) to see the introductory phase with locally based international project management as concluded, leaving the successfully capacitated national staff to run the organisation; (iv) to transform 'IRIN Radio' into 'Rádio das Nações Unidas' with administration handled by and through the UNDP and with the UNCT as the strategic forum of coordination and support of the semi-autonomous IRIN Radio.

1.3 Main recommendations

It is recommended to:

- Make use of the first part of the coming project year (2008) to carry out a strategic planning exercise including short, medium and longer term objectives and activities;
- To also see this phase as the opportunity for the national management team (director and administrative manager) to take charge and 'become owners' of the direction, objectives and plans;
- To consider different funding modalities as a part of this;
- To ensure appropriate management capacitation of the team;
- To get an outside assessment of the technical situation of the studio including repair, *establishment of regular preventive maintenance routines, and training staff in proper and creative use of the equipment to its fullest*;
- To ensure proper recruitment of the two staff, presently working as under-paid consultants;
- To get the local correspondents' network established, capacitated and functional;
- To ensure local language production.

2 Outputs phase 2 (months 4-6):

- i) New stringer group ready
- j) Assessment and Training plan in place
- k) Training takes place
- l) Reports coming in consistently from the field

2.1 Review of activities and outputs

2i: New stringer group ready

The group is ready, and will be put into effective and regular activity after the training course to take place in Luanda February 2008.

2j: Assessment and Training plan in place

This plan will be developed in connection with the course by the 'Information and training coordinator', who will follow up on professional profiles to be developed for each of the stringers.

2k: Training takes place

Will follow the above individual assessments and emerging training plans.

2l: Reports coming in consistently from the field

Will be a result of the above process, which has been delayed.

2.2 Assessment

As mentioned above, the stringer network was not put in place due to the uncertainty about the future: why create a structure, if it is not known for how long – and in which context. While understanding and appreciating the number of difficulties encountered it is, however, the sense of the consultant that the construction of this network ought to have been a priority. To make up for the absence of such a network, the field missions by the project team have intended to make up for the missing field structure by bringing inputs into the radio programmes themselves. This was found to have been relatively successful.

2.3 Main recommendations for the future

As above

3 Outputs phase 3 (months 6-12):

- m) Radios distributed
- n) Training plan in place
- o) Equipment needs identified
- p) Capacity of stringers and producers built
- q) Equipment in good shape

3.1 Review of activities and outputs

3m: Radios distributed

12 Freeplay wind-up radios were purchased and distributed to community leaders and persons who made use of the radio in their community: traditional leaders ('Sopas') and leaders of women's groups. This was, however, by the communities as well as by the project staff found to be much too few: Ideally every 'Zona' should have one. If all approximately 50.000 *zonas* of Angola should be covered, this would be 50.000 radios.

3n: Training plan in place

- * Training plan for stringers late February 2008, see above.
- * Manual in Basic Journalism produced along with guide for the trainer
- * Training for those receiving the wind-up radios: maintenance of the radio and training on how to make it to the best possible use of the community. This was done.

3o: Equipment needs identified

Recorders are partly available at the IRIN office, partly being bought presently. During the training foreseen for late February 2008 other equipment needs will be identified.

3p: Capacity of stringers and producers built

This process about to start – see above.

3q: Equipment in good shape

Equipment for stringers not yet an issue. The radio studio equipment in good working order.

3.2 Assessment

The training programme for the correspondents' network has been reviewed by the consultant: 5 days including briefing on IRIN, its programmes and objectives; a course on basic journalism, interview techniques and 'telling a story'; briefing on the UN agencies, their mandate and work in Angola, their information and communication structures, and the intended input by the correspondents' network into this. Furthermore the course will establish the management and

coordination rules and roles of the network. Finally the full fifth day is foreseen for field work: implementing the things learnt.

This is a lot. It is an awful lot. And while it is good to have one day of actual practical radio production, two or three days would have been a lot better. Basic journalism in itself would merit at least a full week, and even after two weeks, the participants would surely have commented that it was much too short. And finally the important content-input from the UN agencies could easily have taken up a full week in itself, including discussions of how to cover the different issues in an effective manner (training courses on HIV/AIDS reporting or gender sensitive reporting often last from 10 to 14 days each, including some 2-3 days of hands-on).

An assessment of the content of the course can therefore only be that five days is a much too short time to achieve any of the three separate objectives just barely. But it is important that the course takes place, and seeing how much difficulty getting it in place has generated, it is better to get going than to stall and revise. The most should be made of this course, seeing it then rather as a first step in a longer process.

Besides from this observation, a training course with 34 participants, geared at radio journalism training and important sensitization is much too big. Half the number (17) would be a still big, but manageable group. While it is good for networking objectives that all meet, it can be justified for this first start-up initiative. It should, however, be considered organized differently in the future.

The manual in Basic Journalism produced is good. It is logic, has found a fine balance giving adequate initial depth while still being easy to read and to use (the rural correspondents can not be expected to be very used to reading anything). It is found to be well targeted for a first training. The manual has been built up in a way making it useful as a hand book.

The guide for the trainer appears to having been produced in more of a rush. But foreseeing a trainer in as sensitive and as important a subject as “basic journalism” most likely being personally experienced and familiar with the subject matter, this will not pose any particular problems.

3.3 Main recommendations for the future

It is recommended to:

- Prepare the course well, ensuring well prepared, pre-tested and finalised materials for the participants to bring home;
- Request from the UN agencies to prepare simple, easy-to-read and to use fact sheets on their organisation, its mandate, history in Angola and activity areas; fact sheets on each of the priority areas including concrete ongoing activities with contacts; fact sheets on proposed ways of addressing different topics and issues for radio;
- Important during the course to make intensive use of the journalism handbook. This will facilitate later use of it as reference material;
- Prepare all management and coordination frameworks between “IRIN Radio” and the correspondents’ network in writing;
- Ensure practical and effective training in the use of the equipment to be handed out as well as basic preventive maintenance routines. Ensure that this is also documented in easy-to-use materials to be handed out to the correspondents;
- Deal with and present this course for stringers-cum-community correspondents as a first overall introductory activity, producing a framework for needed follow-up activities including, initially at least: a two week course in Basic Journalism (including aspects particularly needed by participants); a two week course on content development and

production aspects. These follow-up activities should not have any more than 17 participants each, i.e. both courses should be run twice if all stringers were to benefit. Besides from this the individual coaching planned by the training coordinator from Luanda and during annual visits would seem adequate and effective.

3 Review Summary in view of project goal and purpose

The goal of the 2006-2007 project was to improve the provision of impartial news and information to grass roots communities, and to enable the voices of those too-often silent grass roots communities to be heard by a wider audience.

The Purpose of the project was therefore to provide consistent, credible information on humanitarian and developmental issues in Portuguese and local languages; incorporating the voices of ordinary people into radio programming; and giving capacity-building support and training to national radio.

The core 'IRIN Radio' activities: the series of radio programmes produced in collaboration with the national radio, are at the core of the presented project goal and purpose, but were not spelled out in the project outputs. These are therefore not dealt with in the above output-focused review. A presentation of the IRIN Radio programmes and their perceived impact and effectiveness will therefore be presented in this summary.

In relation to the project goal and project purpose presented above, it can initially be said that in view of the media landscape and the actual media environment, where it is not possible to start community radios, IRIN Radio's approach and its management of the collaboration with Radio Nacional Angola (RNA) must be said to having been even very effective.

During the present study it was highlighted by stakeholders from the multilateral organisations, embassies and civil society alike that:

- IRIN Radio has managed what no-one has managed before at a national scale, namely to get different messages on the only radio reaching the whole country with a development mandate;
- IRIN Radio has managed to move from the role of an outside – and often not really *welcome, merely tolerated* – coach function in 2003 to move into the heart of RNA programming, co-producing in close collaboration with the RNA staff and managers both the edutainment radionovela 'Camatondo', the news programme with live contributions from rural areas 'Angola Adentro' as well as two of RNA's development oriented thematic programmes 'Panorama' – on health and on education.
- IRIN Radio has a position in terms of editorial influence and creating a space for other voices and other issues that no-one would be able to obtain in today's state media environment.
- Camatondo is by the representatives of the target group understanding Portuguese perceived as a weekly cult-event, where the radio-novela persons are considered family, long passages of the text is known by heart and the hottest wish by the listeners is to meet the actors and discuss the problems being tackled by the show.
- Camatondo is by the representatives of the target group understanding Portuguese seen as 'my school', 'where I listen when I want to understand and learn', 'my friends sharing good lessons for life with me', etc.

During the present review it was found that:

- The further we got away from the national and the provincial capitals, people might know about Camatondo, but fewer listened as their Portuguese level of understanding was simply not good enough;
- This was and is especially true among women (both registered in individual as well as group interviews, and also highlighted in meetings with Luanda-based stakeholders);
- Only one of the people met³⁸ knew about 'Angola Adentro' which she had heard once. She had liked what she had heard.
- All people interviewed commented that the Angola Adentro broadcasting time: 11:15 is not a time radio is listened to.
- One episode of 'Panorama on Education' was observed, and when a listener expressed anxiety about school books not coming to the provinces in time for start of the school year within the new curriculum, the RNA moderator of the show cut the listener off in a very unpleasant manner saying that this was not Government's fault, and the listener was cut off. It was understood that such treatment of listeners was routine when issues addressed needs of the people which could eventually be linked to shortcomings of Government entities.
- Even though a recent study claims that 94 % have access to radio³⁹, the finding of this modest study saw one in every three having a radio in the family/household, which was, however, often not active due to batteries missing, all confirmed the general knowledge that radio is the most powerful medium in the rural areas.
- Our mini-study also found:
 - radio to be having an even very high level of confidence among its listeners,
 - best radio listening time in the rural areas between 5 in the morning and 17,
 - among individuals interviewed on the road between Luanda and Huambo no specific information and communication needs unmet were highlighted, while
 - groups interviewed around 'escolas do campo' were found to be both eager to learn a lot more – and very interested in having exchange with others in a similar situation.

4 Summary recommendations emerging from review

Norway is warmly recommended to fund the continuation of the successful activities reflected in the present review (see more details in appraisal, section 4 of this report).

Concerning the activities:

- Continue core activities including Camatondo, Angola Adentro, Panorama (health and education) and the programme 'Voz do Campo';
- Immediately get logistics in gear to start Camatondo in the two major national languages;
- Negotiate different broadcast time for Angola Adentro;
- Find adequate ways of addressing RNAs handling of callers-in to panorama programmes;
- Establish and manage a strong network of rural stringers-cum-community correspondents;
- Plan training and exchange sessions for rural stringers of adequate duration (in view of the February 2008 planned very brief introductory activity);

³⁸ It is important to keep in mind that no massive, representative study was carried out. The findings can as such only be seen to be indicative. But on this basis, they can naturally provide indications and food for thought.

³⁹ Angola. Research Findings and Conclusions. African Media Development Initiative, by Candido Mendes and Barnaby Smith. BBC World Service Trust: http://downloads.bbc.co.uk/worldservice/trust/pdf/AMDI/angola/amdi_angola_full_report.pdf

Concerning the organization and management:

- Strengthen the new “IRIN Radio” as a semi-autonomous Communication for Development support unit working within the strategic framework of the UN, but with space to work as they do now. This could include:
- Carry out strategic planning exercise – with a view:
 - For the unit to clarify and detail its functions in new organizational set-up – including securing maintaining a semi-autonomous functioning;
 - For development direction of unit to match the fact that it is leaving an emergency orientation (OCHA) towards that of a more regular role (UNCT member);
 - [in view of that] to assess present activities (to be continued) against strategic objectives and national reality: what will development direction and need be?
 - [and in view of that] to move from ‘project status’ to that of a more permanent unit/function;
 - To identify (management) capacitation needed to fill roles and functions of plan;
 - Some already identified needs are – list to be completed:
 - Leadership training of new Director;
 - Train all programme staff in creative and effective use of radio studio;
 - English for management team (Director and financial manager);
 - English for professional staff;
 - For the new management to take charge;
 - To plan monitoring and impact assessment routines, including possible annual coaching / sparring of production teams by externals experienced in production in similar reality.
- Identify adequate funding mechanism with multi-donor-involvement including a partnership strategy.
- Radio studio at “IRIN” / unit office to be made fully functional including installation of telephone hybrid; training in creative use; set up preventive maintenance routines.

Detailed appraisal of project design: the three objectives in new project proposal

The specific objectives of the 2007-2008 project proposal includes three distinctly different areas, namely (i) Information, (ii) An enabling environment and (iii) Communication. While “Information” and “Communication” is what “IRIN Radio” has been doing all along, extracting and putting a special emphasis on “An enabling environment” not just as a tool to facilitate the two other aspects, but as a point in its own right, requiring particular attention, is seen to be a very important and timely adjustment of programme orientation.

The three specific objectives are presented like this in the proposal (headlines are those of the author of this report). They will be appraised below in a slightly different order, namely 1, 3 and 2. For an in-depth discussion of each of the three components / objectives, kindly refer to annex xx:

INFORMATION:

- 5. To highlight the still difficult situation of vulnerable groups living in rural areas by producing and disseminating quality radio information targeting rural communities, with the active participation of local communities.*

AN ENABLING ENVIRONMENT:

- 6. To contribute to the professional development of rural journalists in order to (a) ensure the sustainability of efforts undertaken in the field of radio, and (b) improve the functioning of RNA as public service, by means of provincial training and capacity building activities.*

COMMUNICATION / EDUTAINMENT

- 7. To contribute to behavioural change/ facilitate daily life in rural areas for a greater number of listeners belonging to vulnerable groups, by producing the Camatondo soap opera in Portuguese and in national languages, covering topics such as agriculture, mine prevention, health and hygiene (with a stress on transmittable diseases, and particularly HIV-AIDS), rural development and participation, with a crosscutting focus on gender).*

Specific Objective 1: Information

This objective covers the news information covered by the programmes produced in partnership with RNA: ‘Angola Adentro’, ‘Panorama’ in the areas of health and education, and finally the new programme ‘Voz do Campo’. This programme objective furthermore includes the management and capacity building of the stringer network, negotiation of (better and more) programming slots nationally and with RNA’s provincial stations. The project design and the implementation plans are relatively detailed, and maintain the bi-monthly thematic meetings held within the “IRIN Radio” established thematic partnerships with like-minded organisations, including those of the UN system.

The outline of the project activities appears to be sufficiently detailed and clear for the Norwegian Embassy and Norad to be able to follow the adequate implementation of objectives and use of funds, at the same time as space for a capable management to orient itself in a changing reality is there: too narrow and too detailed programme documents tend to call for unnecessary bureaucracy and to be hampering a responsible, yet creative management style.

During the study it became clear that the staff running and implementing the information activities would very much appreciate a kind of sparring / coaching, reflecting upon their activities, highlighting those that are good and effective and proposing ways of improving work methods and programmes. This idea was very good and will be presented among the recommendations for further implementation and follow-up.

Having experienced during the field trips outside of the city centres the rudimentary level of Portuguese language capacity, the only important omission in the project proposal seems to be the consideration and planning to find ways of also presenting these more news-oriented programmes in at least the two major languages⁴⁰. This would require collaboration with the provincial stations and would be natural extensions of activities 1.3 and 1.9 presented in the project proposal, focusing on negotiation of space on the provincial stations, and development of rural reporting capacity respectively.

Specific Objective 3: Communication / Edutainment

This objective covers the Camatondo radionovela, which can only be seen as the “IRIN Radio Angola” flagship programme – at least up to the present moment - (see assessment of impact and importance in review above) produced also in a close and well functioning partnership with the national RNA. *In the new project proposal, this activity will (finally!) be turned into an activity operating in three languages: Portuguese, Umbundu and Kimbundo, each aired on a weekly basis.*

Ensuring adequate content, based in the ever changing (rural) realities of the target audience will be done by collaborating with the above mentioned thematic background groups, and by ensuring that the producers and the actors keep in contact with the field realities. The latter is foreseen done among others through the organisation of four annual “road shows”. These road shows are used as a unique font of feed-back to the producers of the radionovela, and as fora for the two-way, in-depth exchanges with the audience on the many issues of the show, so close to the everyday joys and struggles of the target audience – the ordinary Angolan man and woman.

It is foreseen to structure the feed-back for it to actually play a role as impact assessments, which is very much needed, not least in view of the changing organisational framework of “IRIN Radio Angola”, now independent from the African IRIN movement, with a need to find its own feet, own organisation and management and (even more so now) its own funding. This is said to ensure that the formulated plan to structure, highlight and use / publicise impact assessments is being adhered to in the year to come.

Finally, ‘communication’ in the overall objective and vision is linked to providing the underrepresented and vulnerable populations a voice and ‘a platform to articulate their interests and concerns to national and international decision makers’ (in: V. IRIN’s Vision for 2007-2008). While maintaining that ‘Camatondo’ in Angola today is a wonderful example of everyday issues being effectively dealt with, providing information, education and well informed debate, then “IRIN Radio” does not at present provide a ‘voice’ to the mentioned communities, and definitely not ‘un-moderated’ voices. The lived experiences, the real issues are given life through actors, yes. But when looking to the “IRIN Radio” vision, the actual activities and the plans for the next year, the project is actually only moving part of the way.

The issue of voice was one of the issues included in the mini information and communication needs assessment carried out during the study (as referred to above). When speaking to individuals in rural areas, the need for ‘a voice’ and an active space in the public debate was not seen as an unmet need. When, however, speaking to people living in more urban areas, interacting with more people in

⁴⁰ According to the BBC trust AMDI study of Angola 45% of the population speaks Portuguese, 40% Umbundu, 30% Kimbundo and 20% Kikongo. http://downloads.bbc.co.uk/worldservice/trust/pdf/AMDI/angola/amdi_angola_full_report.pdf (p.4)

their everyday, and with groups of peasants already collaborating around an “escola do campo” for instance, the wish to listen, to share, to talk and to be heard was very explicit.

As described in the introductory chapters on the media landscape of Angola it is clear that there are, at the moment, only sporadic public access spaces such as call-in programmes on the national radio. And when these callers happen to question Government policy they are cut off (see above). The need for community radio to meet the immense need for development in the rural areas in Angola is apparent, and civil society in Angola has with varying intensity for the past 10 years advocated for this opportunity to become real. Community Radio is mentioned in the new media law (see above), but as a part of the legislation not yet implemented. (see more in the assessment of specific objective 2, below.)

Specific Objective 2: An enabling environment

While the two above mentioned objectives are very much in line with what “IRIN Radio Angola” has built up as its special profile and port-folio over the past 5 years, extracting the ‘specific objective 2’ to highlight (a) the sustainability of the activities undertaken in the radio field and (b) to improve the functioning of the RNA as a public service can only be seen to taking the mandate and space of operation to a higher level, starting to consider the area of ‘an enabling environment’ (the headline of this objective has been introduced by the reviewer).

In view of the unique and preferential status of “IRIN Radio” referred to above, the new legal framework not yet really implemented and the de-facto stifled media development in Angola all support “IRIN Radio” to – carefully, tactfully, yet importantly – take up a role on advocacy and facilitation of media development within the area of its mandate: providing information and communication to the vulnerable, marginalised and rural communities at the margins of the established news streams.

Looking to the description of the specific objective 2 in the project proposal, the headline is, however, Capacity building, focusing upon development of:

- a manual for rural journalists within the different subject matter areas important for relevant and adequate content development (Gender, Children, HIV/AIDS, Human rights, Migration)
- two annual workshops for the “IRIN Radio” stringers;
- coaching of stringers through at least one annual visit by “IRIN Radio” staff;
- four young journalists from the provinces getting a scholarship to attend 9-months advanced journalism course in Luanda (practically all existing students in Cefojor are from Luanda);
- taking in interns/trainees from Cefojor to “IRIN Radio” to further train them on-the-job (8 in 2007 and 16 in 2008)

These outputs and activities described do not correspond very precisely to the formulated specific objective 2, even though one could state that capacity development is one aspect of furthering the sustainability – and quality – of ‘the radio field’. Seeing this as capacity feeding into the quality of content of the Government broadcaster, it seems, however, slightly far fetched to consider this an improvement of RNA as a ‘public service’ broadcaster. The outputs mentioned will, if effectively implemented, provide training – also beyond the immediate circles of the “IRIN Radio” stringers - and potentially improve quality of reporting and as such of the public receiving the information they require. This does, however, not turn the Government broadcaster into a ‘public service’ broadcaster?

Yet, it is the view and the understanding of the reviewer based on the findings of the present study, that the most adequate way of bridging the identified gap between the defined ‘specific objective 2’ and the description of its outputs, would be to consider – to the extend possible – to include the

following aspects of implementation under this heading:

- the capacity building activities described as outputs,
- addressing the issue of ‘an enabling environment’ within the new UN setting and as part of both the work of the thematic groups and of the “IRIN Radio” background group, including assessing ways of encouraging Government to implement both the spirit and the letter of the new media law (see above description and discussion):
 - Preparing the ground for establishment of community radios. The UN system has globally endorsed the importance of such community media as highly effective tools for achieving the MDGs⁴¹. And a number of strong civil society partners are looking to “IRIN Radio” for partnership in developing their plans to implement community radios (including Mãos Livres and ADRA).
 - Considering ways – within the frameworks provided in legislation and in international conventions signed by the Government – to spur a positive transition from the regime of a Government Broadcaster towards that of a Public Service Broadcaster. While “IRIN Radio” could possibly support such action, it would seem important that the UN system was seen to be the initiator and promoter of such a highly sensitive – yet important – step.
- “IRIN Radio” could be seen to be ideally suited as a support unit for a future community radio development: the weak link for community radio development is usually the absence of a support structure covering the full range of issues important for sustainability: support and capacity building in the areas of management / organisation; content development; technical maintenance / repair; financial administration and fundraising including development of partnership strategies; development of policies including in the areas of volunteer broadcasters, gender, ethics and deontology, election coverage, etc.
- An aspect of ‘an enabling environment’ touched upon during the present study was the limited possibility for the audience to interact with the programmes and messages aired. While a dynamic priest in one place and some ‘escolas de campo’ elsewhere have taken up the initiative to – informally – form a kind of *listening clubs*, this is a tested tool for strengthening the impact of radio programmes, which would importantly enhance the development effect of the work of “IRIN Radio”. In Southern Madagascar a local NGO has organised more than 2000 listening clubs – one could consider looking to the logistic requirements for such an activity. Linking this to the strategic and *organised distribution of wind up radios* to community / group leaders would be important in view of the limited access to radio listening found by this study (as referred to above in the review part).

As mentioned below it is proposed that the possible definition of such action filling the ‘specific objective 2’ with content and life, will depend upon the development of a strategic plan.

⁴¹ The World Congress on Communication or Development, Rome, September 2006, where 700 politicians, policy makers, academics, donors and practitioners met to discuss ways forward. One of seven strategic recommendations emerging from this meeting reads: “Ensuring that people have access to communication tools so that they can themselves communicate within their communities and with people making the decisions that affect them – for example community radio and other community media.” From the “Rome Consensus”:

<http://siteresources.worldbank.org/EXTDEVCOMMENG/Resources/RomeConsensus07.pdf>

— and Emerging from the 10th UN communication roundtable held in Addis Abeba February 2007 is the following recommendation:

“... to advise the heads of respective agencies, programmes and funds to integrate Communication for Development principles and methodologies into programme and project planning, execution, monitoring and evaluation;” Recommendations, pp 8 – 9 in the report of the event:

<http://unesdoc.unesco.org/images/0015/001558/155880e.pdf>

OF STAFF NEEDED FOR IDEAL CONDITIONS OF WORK

AREAS	# OF POSTS	STATUS
COORDINATION	01 Project Manager (Ines)	Full time: 80% coordinating and looking for funds, write proposals; 20% editing and check the scripts and programmes contents
	01. Consultant (new)	20% of time Translate and revise documents, Write proposals Coaching strategic planning exercise, etc.
Administration/	02. Administration & Operations Manager (Adelino)	Full time: 70% Administration 30% supporting the Project manager
	03 Secretary/Office Manager (Avelina)	Full time 50% supporting the administration area 50% supporting the Project manager
	04. Driver (Pineiro)	Full time: Drive and maintenance of vehicles
	05. Driver (Lucilio)	Full time: Drive and maintenance of vehicles
	06. Cleaner (Miguel)	Full time: Maintenance of the office
TOTAL	06	

INFORMATION AREA Angola Adentro Panorama Saude Panorama Educação Voz do Campo Sabado a tarde (novo) Management & Training of stringers	01. Information and training coordinator (Claudia)	Full time: 50% Coordinating the information area and the stringers team; editing, planning trainings 50% producing Panorama Education and research
	02. Radio Producer (Olivio Gambo Consultant)	Full time 50% producing panorama Health and research 20% Supporting the coordination of Information area 30% Coordinating the production of voz do campo
	03. Assistant Radio Producer (Alda consultant)	Full time 70% Producing of Angola Adentro and research 30% Producing of Voz do campo
	04. Assistant radio producer (New)	Full time 50% Producing of Voz do Campo and research 50% Producing of Sábado à tarde programe
TOTAL	04	

BEHAVIOUR CHANGE AREAS		
	01. Senior producer/ Coordinator for the behaviour change areas: (New)	Full time Planning themes for Camatondo, Research Organising the plots and files, editing the scripts, coordinating actor group,
	02. Producer (Carlos)	Writing the scripts, Organising files Copy the files; collaborate with coordinator on all activities, organising recording sessions.
	03. Assistant Producer (new – Candido?)	Full time Organising the Road shows, listeners groups, audience surveys(M&E) visit to fields, talk shows, write scripts
	04- Part time (new)	Translate Camatondo Portuguese for Umbundu,
	05- Part time (new)	Translate Camatondo Portuguese for Kimbundo
TOTAL	3 in full time And 2 part time	
TOTAL STAFF NEEDED	13 in full time, And 2 in part time 1 in 20% of time Actors in 3 languages – part time	<u>Existing staff Feb 2008</u> (counting also p.t. consultants to get full time contracts): 11 full time <u>New staff to be recruited:</u> 2 new full time 2 part time translators 20% consultant (various, depending task)

Recommendations emerging from capacity assessment: turning plans and dreams real

Emerging from the above capacity assessment are eight recommendations, presented hereunder. For a more thorough analysis and discussion of implementation modalities, please refer to annex xx.

1. Formalise the new management structure of 'the project' soonest

Through the long individual interviews, joint interview session with the management team, as well as through the extended briefing and debriefing sessions with the full team, the consultant was convinced that this was and is a strong, 'healthy' and viable construction.

As is only natural, however, it was clear that the new management team was still new to its function and role, which is something one grows into. The perceived lack of total command of the management role was, however, also due to the fact that the 'management team', it was discovered, had not yet been empowered by being actually, formally, clearly being given their new positions ('tomando posse'). The Director still signs her correspondence 'project manager a.i.' and the salary-issue (moving from senior producer to Director for instance) has not yet been resolved. This situation is potentially de-motivating and des-empowering. It is recommended to regularise this soonest.

The job descriptions existing within 'the project' were assessed and while they could always be tailor-made to specific tasks as these are identified in the strategic planning exercise. For now, however, the job descriptions of the two person in the management team can well be used until the first annual performance assessment in the new regime, at which time they could be revised.

It was understood that part of the explanation given for this was that the budgetary issues relating to the transition including late payment by the Netherlands (also due to their uncertainty around the transition and late receipt of clear information as to the new formal arrangement); the subsequent reimbursement to OCHA for the bridging-funding provided, which will need to come from the Dutch funds; and the general, globally known tardiness of release of funds and payment through the UNDP financial management 'Atlas' system.

Furthermore the present situation, while close to being clarified (and a format for finalising and formalising this transition is being presented and proposed below) comes after a history of rapidly changing managers⁴², several of whom apparently not very inclusive in their management style, and a complicated last half year, where the departing international coordinator (left July 2007) was in charge when visiting in September and November 2007, leaving an unclear management delegation to the new management team when not in-country. This meant that while devoted, hard-working, result-oriented and bright, there were still many areas where the new project management team were not fully on top of certain aspects relating to the history and perspectives of 'the project'.

⁴² Footnote 24 from above copied here for ease of reference: The project was established in 2003 with Anna Richardson as project manager, followed in September 2004 by Maria Benavides, then in March 2005 by Daniel Walter, who in June 2006 was succeeded by Enrico Muratori, who only moved to Angola in September, leaving Angola again July 2007, completing his assignment by 31.12.2007 through two missions in September and November '07.

2. Carry out a participatory strategic planning exercise soonest for the reasons mentioned hereunder, but also as a strategic plan will be a good tool for approaching future funders. This, as even with the one year funding foreseen (and recommended by this study) by Norway, there will be a need to start the fund-raising process to meet the funding needs hereafter soonest.

The strategic planning exercise will help facilitate – among others - the following:

Taking charge / ownership: Through such an exercise the whole team will get a chance to take charge of ‘the project’, to know and understand through defining every aspect. This will also – and especially – be a powerful way for the management team to “take charge” and for all to assist in defining roles and ways of achieving the set goals.

Sustainability: Through such an exercise it would be possible for ‘the project’ to move from being ‘a project’ with a perspective from project / funding to project / funding. Instead the team would define a longer term vision and mission etc – and the funders would assist in funding the overall and longer term objectives (annex strategic planning overview)

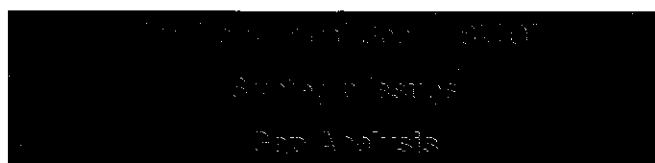
Direction: Through such an exercise it would be possible for the team to clarify short-term, medium term and longer term objectives including eventually some of the issues raised under the heading of “an enabling environment” and possibly community radio. Having a carefully and well elaborated strategic plan furthermore provides a basis for a vision-based results orientation.

The strategic plan should at least include the following aspects:

Overall Strategic Direction:



Strategic Analysis:



Strategic programming:



3. Develop a partnership strategy as part of the strategic plan

Sustainability: this will clarify the direction of the unit – and streamline a funding policy (also – and especially - when funding environment in Angola at a first glance appears very slim.) With a well elaborated and realistic partnership strategy, it is furthermore possible to plan with a longer perspective with all of the added value that comes from this, hereunder the possibility to attract and maintain qualified staff; to have a good internal work climate of confidence and work focus (not fearing to loose the job); to enter into very realistic negotiation with potential funders believing that the focus of “the project” is important in the Angolan reality; etc.

4. Develop a participatory monitoring-cum-impact assessment strategy:

As part of the strategic planning exercise develop an easy-to-use, easy to present set of monitoring and impact assessment tools for regular assessments and feed-back to all involved.

5. Develop a management-cum-public information strategy

As part of the strategic planning exercise *assess public information needs* of ‘the project’ and on this basis to design a simple-to-implement public information strategy. When working with a *sensitive area, when having some objectives for which it will be useful to sensitise (parts of) the public*, when making use of funds provided by external sources (as is the case for all of the ‘project’ funding), it is important to regularly communicate about activities and maybe even to advocate for relevant issues.

During the present study the “IRIN Radio” of the past (now we call it ‘the project’ until a new name has been found) was known by very specific groups in Angola. And it was *not known* by large – also relevant – groups such as the independent media (the few that exist), some civil society actors, some funders (like the EU), the intelligentsia (like university professors and people active in debating issues related to Angola’s development).

A monthly, unambitious, 2-page newsletter: For this reason it is recommended to design a strategy based on need – but to at least start issuing a monthly newsletter, and to send it (electronically when possible – but primarily in hard copy) to all relevant actors in Angola – and maybe even to selected partners outside of the country.

The newsletter could have an editorial on the *front page* covering a ‘hot issue’ and *page 2* could have a lot of small, concentrated news flashes reflecting the activities of ‘the project’.

In this way funders would always be able to follow the activities they are funding, the media may get ideas for stories to cover, partners will be informed about activities and plans. In this way more people will have accurate information about ‘the project’ and a lot of rumours will be avoided. And it need not take much more than two hours once a month to write. Being so brief almost all recipients will have time to read it.

6. Leadership and management capacity

As mentioned the 'management team', while possessing very adequate profiles for their jobs and having been found to be qualified and capable, have little or no prior management and leadership experience. For this reason it is recommended to ensure adequate training for the two in the management team.

The Administration and Operations Manager has just returned from a one week training course in Johannesburg, South Africa, on Project Management. This is really both important and adequate.

A similar, overall management and leadership training course ought to be prioritised for the new Director.

7. Relevant Exposure for Added Quality and Impact

The management team is now moving out of the realm of a regional organisation (IRINnews/IRIN Radio), providing continuous briefing, information, and other relevant information and exposure, and moving into – possibly – a role as (co-)drivers of important national advocacy processes on issues of gestation of an enabling environment in Angola as well as spear-heading national discussions on 'Communication for Empowerment'⁴³ including information and voice to the vulnerable groups. This transition should merit ensuring adequate exposure to discussions and exchanges of relevance to the work of 'the project'. Exposure comes in many forms, and pursuing a combination of these is recommended:

At the desk:

- E-mail discussion lists on relevant topics;
- Use the 'Communication Initiative' web based resources, including Drum Beat/ Soul Beat;
- Subscription to relevant journals (almost not possible any longer. Internet has taken over);

For in-country (Luanda) meetings, conferences:

- Identifying national and regional networks of interest – including through the UN, universities and training institutions, bilateral donors, civil society, media organisations, etc;

Moving out of the country:

- Taking part in regional/international conferences occasionally (once a year?);

Inviting (regional/ neighbouring country/international) expertise to 'the project' to coach:

- Inviting targeted relevantly high profile coach to come and provide sparring in specific areas of work of 'the project' as a kind of on-the-job training cum coaching, such as for the area of: the information activities; the optimal use of the stringer network (including electronic transfer of stories); sparring on the form, content and listener follow-up on the radionovela; management coaching; (if later applicable:) development and support of strong community radios; in the area of advocacy work for an enabling environment...

⁴³ http://www.undp.org/oslocentre/overview/ogc_communication_empowerment.html

8. Other staff capacitation needs:(as mentioned in review summary recommendations 3.5 above)

- Get radio studio at office fully functional including installation of telephone hybrid;⁴⁴
- Train all relevant staff in creative use;
- Set up preventive maintenance routines.
- English for management team (Director and financial manager);
- English for professional/programme staff.

9. Get a new name to the ex"IRIN" unit:

The implementation unit used to be and to be called "IRIN Radio Project in Angola" or just "IRIN Radio". While insiders were familiar with this name, many persons and organisations outside of the inner circle did not connect with the name.

As the implementation unit is no longer connected to IRIN – and there are no compelling reasons to ask IRIN to consider for the Angolan unit to receive permission to continue using the name – a new name has to be found.

While relatively urgent as a name is needed, it is an aspect naturally emerging from the strategic planning exercise. For now the team uses in their programmes "Radio das Nações Unidas" (United Nations' Radio). Internally in Angola this is considered a good, clear name: UN is known and the connotations are widely positive or neutral. In an international perspective, however, "United Nations' Radio" is an activity and a UN HQ unit that has functions for many, many years producing (now) daily broadcasts in many languages and about all possible topics and issues: <http://radio.un.org/>

For this reason the name could probably be used after the radio programmes, but it could not be the formal name of the unit. A name should and will emerge depending upon the direction and the decisions taken while preparing the strategic plan. Some ideas hereunder:

- **Radio for Development**
- **Radio for Development, Angola [could also be used with other titles]**
- **Radio for Empowerment**
- **Radio for Development & Empowerment**
- **Radio for dialogue and development**
- **Radio for information, dialogue and development**
- **Radio to the communities**
- **'Rádio das Nações Unidas' na RNA (could be sub-component of the above)**

Could one, maybe, consider one, brief name – and then with an explanatory sub-line:

Radio for Development

A support unit strengthening the use of Radio for development and empowerment in Angola

⁴⁴ It is recommended to get a good, creative radio technician to come and solve problems and carry out training. One very good possibility is Matt Buck of Globecom, Cape Town, South Africa: http://www.globecom.co.za/profile/profile_high.html The consultant has personal excellent experience with using his services and those of his company – but naturally there are others. To budget the following could be useful in relation to Globecom: Flights Cape Town – Luanda USD 1000; Consultancy USD 350 pr day; Travel = USD 175 per day; DSA – USD 200 per day.

Conclusions and Recommendations of the study

Ex"IRIN" is a powerful, successful and recognized entity, producing important information products through cutting-edge understanding of the importance of information and communication for development and empowerment in an adverse information and communication environment.

Besides from recommendations related to the continuation of this important range of activities, ex"IRIN" finds itself in an institutional transition phase, where a new management framework is being established.

Summary conclusions emerging from the review

During the present study it was highlighted by stakeholders from the multilateral organisations, embassies and civil society alike that:

- In relation to the project goal and in view of the media landscape and the actual media environment, where it is not possible to start community radios, IRIN Radio's approach and its management of the collaboration with Radio Nacional Angola (RNA) must be said to having been even very effective.
- IRIN Radio has managed what no-one has managed before at a national scale, namely to get different messages on the only radio reaching the whole country with a development mandate;
- IRIN Radio has managed to move from the role of an outside – and often not really welcome, merely tolerated – coach function in 2003 to move into the heart of RNA programming, co-producing in close collaboration with the RNA staff and managers both the edutainment radionovela 'Camatondo', the news programme with live contributions from rural areas 'Angola Adentro' as well as two of RNA's development oriented thematic programmes 'Panorama' – on health and on education.
- IRIN Radio has a position in terms of editorial influence and creating a space for other voices and other issues that no-one would be able to obtain in today's state media environment.
- Camatondo is by the representatives of the target group understanding Portuguese perceived as a weekly cult-event, where the radio-novela persons are considered family, long passages of the text is known by heart and the hottest wish by the listeners is to meet the actors and discuss the problems being tackled by the show.
- Camatondo is by the representatives of the target group understanding Portuguese seen as 'my school', 'where I listen when I want to understand and learn', 'my friends sharing good lessons for life with me', etc.
- The further we got away from the national and the provincial capitals, people might know about Camatondo, but fewer listened as their Portuguese level of understanding was simply not good enough;
- This was and is especially true among women (both registered in individual as well as group interviews, and also highlighted in meetings with Luanda-based stakeholders);
- Only one of the people met knew about 'Angola Adentro' which she had heard once. She had liked what she had heard. All agreed that the broadcasting time: 11:15 is not good;

- One episode of 'Panorama on Education' was observed, where a listener was cut off in a very unpleasant manner saying that the issue discussed was not Government's fault. It was understood that such treatment of listeners was routine when issues addressed needs of the people which could eventually be linked to shortcomings of Government entities.
- Even though a recent study claims that 94 % have access to radio, the finding of this modest study saw within core target group (vulnerable, rural areas) one in every three having a radio in the family/household, which was, however, often not active due to batteries missing;
- Our mini-study also found:
 - radio to be having an even very high level of confidence among its listeners,
 - best radio listening time in the rural areas between 5 in the morning and 17,
 - among individuals interviewed on the road between Luanda and Huambo no specific information and communication needs unmet were highlighted, while
 - groups interviewed around 'escolas do campo' were found to be both eager to learn a lot more – and very interested in having exchange with others in a similar situation.

Summary recommendations emerging from review of past funding

- **Norway is warmly recommended to fund the continuation of the successful activity;**
- Continue core activities including Camatondo, Angola Adentro, Panorama (health and education) and the programme 'Voz do Campo';
- Immediately get logistics in gear to start Camatondo in the two major national languages;
- Negotiate different broadcast time for Angola Adentro;
- Find adequate ways of addressing RNAs handling of callers-in to panorama programmes;
- Establish and manage a strong network of rural stringers-cum-community correspondents;
- Plan training and exchange sessions for rural stringers of adequate duration;

Summary conclusions from the appraisal of future funding

- The planning process was found to have included prior experience, experience available and stakeholders in adequate manner;
- The programme design was seen to be realistic and 'doable'. Falling in three points:
- Camatondo effective and popular – considered 'my school', 'my friend', 'my family';
- Assessment of IRIN Angola with regard to competence and capacity:
 - Management team capable, well functioning, respected, working well together;
 - The whole team appeared strong: capable, committed, hard-working, focused;
- "IRIN Radio Angola" is as of January 1, 2008 semi-autonomous national set-up - vague:
 - under the administrative oversight by UNDP;
 - with the strategic coordination by the UN Country Team (UNCT);

Summary recommendations emerging from the appraisal of future funding

- The information components needs to work consciously on transmission hours;
- With less than half of the population speaking Portuguese and no explicit plans to ensure news programmes in national languages, the appraisal advises to look into such opportunities with the provincial stations;
- Camatondo effective and popular – considered 'my school', 'my friend', 'my family';
- Important to actually, soonest, to have it in national languages;

- Impact assessment of this 'edutainment' component needs to be systematized for effective feed-back, also to keep cutting edge position;
- Recommended to explore ways of having 'communication' as a means to actually giving voice, and not just letting actors voice the concerns of the people;
- Recommended to explore ways of developing formal and supported listening clubs;
- Recommended to explore possibilities to distribute wind-up radios to listening clubs;
- Specific objective 2: capacity-building outputs did not match overall objectives of sustainability of radio and strengthening the public service. Recommended to accommodate both;
- Realism of plan and budget: plan seemed realistic and budget needed to be amended to new situation without international project manager – but budget would room activities planned.
- When appraising risks and assumptions, four were added:
 - Human resources not available or adequate;
 - Policy changes in Angola, making "IRIN Radio's" objective impossible to pursue.
 - Deviation from present course of providing information and voice to people;
 - Getting swallowed up in bureaucracy, either in RNA or UN, losing track of goal;
- Assessment of IRIN Angola with regard to competence and capacity:
 - Management team capable, well functioning, respected, working well together;
 - The whole team appeared strong: capable, committed, hard-working, focused;
- Recommended to formalise proposed management structure (in this report) soonest;
- Strengthen 'the project' as a semi-autonomous Communication for Development support unit working within strategic framework of the UN, but with space to work as they do now;
- Recommended to formalise new managers soonest (title, pay, rights...) ("tomar posse");
- Carry out participatory strategic planning exercise soonest, including:
 - Developing a partnership strategy as part of the strategic plan
 - Develop a participatory monitoring-cum-impact assessment strategy
 - Develop a management-cum-public information strategy
 - As part of above start monthly 2-page unambitious newsletter to stakeholders
- The Director to attend appropriate leadership-cum-management course;
- Relevant Exposure for Added Quality and Impact (internet, meetings, conferences)
- Other staff capacitation needs
 - Get radio studio at office fully functional including installation of telephone hybrid;
 - Train all relevant staff in creative use;
 - Set up preventive maintenance routines.
 - *English for management team (Director and financial manager);*
 - English for professional/programme staff
- "IRIN Radio Angola" is as of January 1, 2008 semi-autonomous national set-up - vague:
 - under the administrative oversight by UNDP;
 - with the strategic coordination by the UN Country Team (UNCT);
- To avoid management vacuum and potential differing interpretations & misunderstandings: Management framework proposed and role division explained:
 - A semi-autonomous communication unit, producing development content with (national) radio, ensures field coverage and grass roots voices in Angola, works to strengthen enabling environment for information and communication.
 - Reporting to 'Project Management Unit' meeting initially quarterly – after 1-2 years twice per year should be sufficient;
 - Coordinating the UN communication officer's network (calling and moderating meetings)
 - A partner in UNCT (role comparable to that of a specialised agency)
 - Financial Management by UNDP
 - UNDP functions donor coordinator, receiving funding from funders

- Basket funding towards IRIN's strategic plan and action plans is recommended – also to minimise financial administration for bi-lateral and other funders:
 - Multi-year funding would further limit administrative time. Recommended;
 - Funding landscape presented: needs to be explored in connection with elaboration of partnership strategy;
- Need to identify good, clear name of 'the project' now, no longer belonging to IRIN – will emerge from Strategic Planning exercise. Different proposals to discuss.



RÁDIO NACIONAL DE ANGOLA

28.01.2008
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Annex 13

**À DIRECÇÃO DO PROJECTO DE
RÁDIO UNCP/ UNDP**

LUANDA

ASSUNTO: PROPOSTA DE PARCERIA

Excelência,

A Rádio Nacional de Angola pretende dar sequência a um plano de cobertura jornalística, com a realização de reportagens e programas junto das comunidades do interior do país.

Aproveitando o facto de estarem em curso a melhoria das estradas, temos feito trabalhos de divulgação dos locais turísticos, promoção do turismo e abordagem do quotidiano das populações, conhecendo e divulgando a sua cultura, consubstanciada nos hábitos, usos, costumes e tradições.

Considerando a larga experiência que vos notabiliza na realização de actividades junto das comunidades, muito nos honraria a vossa parceria no apoio ao programa Sábado à tarde desta estação radiofónica, para melhor conhecermos e divulgarmos a nossa realidade social e cultural, não pondo de parte a vertente turística.

Cordiais Saudações

Luanda, 24 de Janeiro de 2008.

DIRECTOR GERAL

[Assinatura]
Dr. Eduardo Magalhães

Birgitte Jallov

(CV summary updated 01/2008)

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Danish nationality: Born in Denmark Nov.2.1956: Married: 2 children (1992/1995)

**Annex
14**

Versatile international development and communication professional with sound educational qualifications, highly developed transferable skills and broad operational experience in elaboration and implementation of participatory development and communication strategies with an aim to facilitate empowerment, democratisation and effective social change. Has since 1980 worked with community radio for development, empowerment and change. Good combination of thorough experience with overall research and strategic planning, and hands-on facilitation of participatory processes at grass roots level. Design of sustainability strategies, including focus on community ownership, community research for impact assessment, and elaboration of partnership strategies. Experience in working at international, regional, national and local level, especially in Sub-saharan Africa, Asia, the Middle East and Europe, across a variety of different organizations, cultures and disciplines (media development, community development, women & gender, post-conflict transition of media policy & practice, training & education, human rights, health, HIV AIDS, disability, child rights). Proven ability to design and manage projects and deliver to tight deadlines, from programme planning, over implementation, monitoring and evaluation, and on to management, leadership, coaching and training. Field work conducted in 45 different countries and within more than 150 development projects and programmes. Presently chair of the PANOS London board. Documenting experience in articles, presentations. Fluent in English, Portuguese, French, German and Danish, working knowledge of Spanish. Work experience from: Angola, Botswana, Burkina Faso, Burundi, Denmark, Egypt, Estonia, France, Ghana, Holland, India, Italy, Kaliningrad, Kazakhstan, Kenya, Kyrgyz Republic, Lao PDR, Latvia, Lesotho, Lithuania, Madagascar, Malawi, Mali, Mozambique, Namibia, Norway, Pakistan, Palestine, Philippines, Poland, Russia, Senegal, Slovenia, South Africa, Sudan, Swaziland, Sweden, Switzerland, Tanzania, Thailand, Uganda, USA, Zambia and Zimbabwe.

Skills profile

- | | |
|---|--|
| Project Management | <ul style="list-style-type: none">• Designing, implementing and evaluating projects in a range of disciplines• Participatory strategic planning from A to Z – as practical management tool• Providing effective solutions on time and on budget• Being practical, realistic, task focused, organized and results oriented |
| Leadership | <ul style="list-style-type: none">• Advanced use of LFA, Results Based Management, SWOT methodologies & techniques• Managing newly formed and established teams of staff and consultants• Instilling teams with motivation and creativity through participatory processes/insights• Providing advice & training to variety of target groups |
| People Management | <ul style="list-style-type: none">• Managing multi-national, cross functional teams using flexible management style• Operating internationally, with diverse national and organizational cultures |
| Communications | <ul style="list-style-type: none">• Managing & coaching technical and operational staff to deliver quality services• High level respect for other people and cultures – believe in personal warmth, openness• Winning trust and working effectively with senior as well as junior and operational staff• Using strong negotiation & facilitation skills in a variety of settings• Designing & delivering presentations, training & process facilitation |
| Communication for Empowerment – Special experience | <ul style="list-style-type: none">• Designing empowering participatory processes for community development• Creation of community radio for participatory development and social change• Participatory design of adequate sustainability strategies including partnership strategy• Design of adapted research methods for community development and impact assessment• Empowering women (and women's media) for action and change• Participatory strategic planning for ownership and sustainability of for ex. media houses• Facilitating creative and «free» problem solving capacity through exemplary processes |

Career Summary - The past 20 years

Independent Consultant

2004-present

Consultancies for Sida, Danida, Norad, ADC (Austria), UNESCO, UNDP, UNICEF, WBI, FORCOM, PLAN International, Fojo, IMS, NiZA, COWI, CFSC Consortium. Management C4E development of tool and pilot testing of information and communication audits in 3 African and 2 Asian countries; Participatory evaluations, appraisals; Facilitated sustainable project closure; Conference planning; Coaching in strategic planning; Organisational procedures manual to strengthen community radio network; Impact assessment of 3 community radios with poverty reduction focus; QA on national communication strategy; Collaborated on design of CFSC implementation plans of HIV/AIDS communication strategy; Developed and implemented Master Course in strategic communication planning; Examined Master students; Designed publicity and outreach strategy for Civil Society Support Mechanism; Wrote articles, manuals, guides.

UNESCO

1998-2004

Chief Technical Adviser of Media Development Project in Mozambique : management and leadership of 14 member team, working to strengthen Public Broadcaster, print media, journalism training, women journalists, concepts developed and tested of 'community radio as a tool for sustainable community empowerment and social change' through facilitation of start of 8 radios. (www.mediamoz.com)

University Lecturer (part time)

/ Independent Consultant (part time)

1996-1998

Development of computer mediated Communication study, lectured CFSC. Participatory evaluations, coached media projects (community radio, Women's forum, film festival (FESPACO), information pluralism & press freedom projects) in Central Asia, Southern/West Africa.

Baltic Media Centre

1993-1996

Head of Information Department. Designed strategies for transition from government media to public /community media in the emerging democracies of the Baltic Countries, Russia and Poland. Training, study visits, organisational development

ILO

1988-1992

Responsible for Communication for Development Unit. Built participatory concepts and communication strategies into ILO projects. Developed courses & trained ILO staff. Coaching & leadership for field implementation of communication strategies (Asia, Africa, MENA).

