



Sustainable Radio

# EVALUATION REPORT RADIO KARAGWE FM – PHASE 2 TANZANIA

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On April 03, 2014

# EVALUATION REPORT

## RADIO KARAGWE FM - PHASE 2



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## Introduction

This report is an evaluation of the project “Karagwe Community Radio – Phase two” implemented by a partnership consisting of a Danish NGO Karagwes Vennner – ULD80 and a Tanzanian NGO Karagwe Media Association (KAMEA).

The evaluation was commissioned by ULD80 and carried out by two consultants namely; Jack Michael Meena, a Communication Specialist that holds an MA in Journalism and Media Studies (Cardiff University), BA Mass Communication (Makerere University) Jack Meena is a Tanzanian national based in Dar es Salaam and Anja C. Sakaly who has an MA in African Studies and BAsc in Development Studies, she is a Danish national based in Jinja, Uganda.

The evaluation was guided by a Terms of Reference and divided into preparation, fieldwork and report writing. The fieldwork was carried out in Karagwe and Kyerwa districts between the 10<sup>th</sup> and 16<sup>th</sup> of March 2013 by both consultants. Hereafter the collected data was analyzed the report compiled.

The evaluation was based on the following tasks:

1. To evaluate the overall impact of the project i.e. has the project been able to fulfill the overall objectives of securing the establishment of a channel for increased dialogue between the authorities and leaders of the area and the citizens in the same area?
2. To evaluate to what extent the project has reached its first objective, i.e., to secure the establishment of a professional and technical quality the radio which supports the dialogue between authorities and people of the district. Here under to evaluate the establishment of electronics course at Karagwe District Vocational Training Centre (KDVTC).
3. To evaluate to what extent the project has reached its 3<sup>rd</sup> immediate objective, i.e, to secure the establishment of marketing unit which can sell programmes at competitive price, ensuring a financially sustainable radio.
4. To evaluate to which extent the project has reached its third immediate objective i.e. to secure the development of KAMEA as owner of the radio with increased capacity of mentoring and monitoring the radio broadcast in terms of content, ethics and financing.
5. To evaluate the establishment of listener groups and the function of these groups and to give recommendations for future involvement of these groups.
6. To evaluate the implementation process and to develop lessons learned.
7. To give recommendations on KAMEAs future involvement in media development in Karagwe and neighboring districts.

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## Background

Karagwe Radio FM was born out of a partnership between Karagwes venner - ULD80 a small Danish NGO and a group of dedicated citizens from Karagwe district, Tanzania. In the year 2000 they founded Karagwe Media Association popularly known as KAMEA. KAMEA is the owner of Karagwe Radio FM. ULD80 and KAMEA has carried out two project phases both supported by CISU<sup>1</sup> (a Danish civil society fund). The second phase of the project took of 1<sup>st</sup> July 2010 and ends 30<sup>th</sup> June 2013.

Development objective of the project phase two:

- Karagwe Radio FM strengthens the dialogue between policy makers, politicians, officials, consultants and other and the population in the district.

Immediate objectives:

1. The radio has reached a professional and technical quality that supports the dialogue between authorities and people of the district.
2. A marketing unit is established which can sell programmes at competitive prices, ensuring a financially sustainable radio.
3. That KAMEA has evolved as the owner of the radio and has the increased capacity to mentor and monitor the local radio broadcasts both in terms of content, ethics and financing.

The target group of the project is citizens of Karagwe district (about 426.000 people) and the neighboring district Kyerwa.

Karagwe Radio FM station is located in Kayanga, the district head quarters of Karagwe. The radio station has local reporters and listeners groups based in local villages and wards of Karagwe and Kyerwa districts.

The project coordinator from ULD80 find it important for the reader to know that the evaluation team was directed to concentrate on the project impact in the original Karagwe District (which today is divided in Karagwe and Kyerwa Districts). The reason for this was that the project document states that the target group for the project was the inhabitants in that original Karagwe District.

It means that despite there exist both listener groups and stringers (rural reporters) in other neighbouring districts and the radio is widely listened to here, this is not reflected in the report.

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<sup>1</sup> Civil Society in Development [www.pnngo.dk/eng](http://www.pnngo.dk/eng)

## Overall impact

### **Objective 1:** (from ToR)

To evaluate the overall **impact** of the project i.e. has the project been able to fulfill the overall objectives of securing the establishment of a **channel for increased dialogue** between the **authorities** and **leaders** of the area and the **citizens** in the same area?

### **Indicators:** (from the project document)

1. That an increased proportion of the adult population can refer to last weeks local programme produced by Karagwe Radio FM.
2. That an increased proportion of the adult population can tell how they used services from the radio in various ways (listening group, telephone, personal contact, greeting cards etc.)
3. That an increasing proportion of those surveyed, farmers/mothers/youth can refer to knowledge gained from radio broadcasts.
4. An increased proportion of listeners can refer to how the radio has improved the dialogue with the local community leaders at both district, ward and village level.

### **Method**

To evaluate the overall impact of the project “Karagwe Radio FM – Phase 2” the findings from the Baseline Study of 2010 will serve as benchmarks. The majority of questions from the general questionnaire of the Baseline Study were repeated together with one new question that refers to the dialogue with local authorities the fourth indicator from the project document.

### **Quantitative data collection**

The Baseline 2010 used a random sample size of 2000 respondents and 2000 questionnaires were distributed in four wards in Karagwe district by the researcher and two assistants. The Baseline data was collected in the following four wards namely; Kituntu, Nyabiyonza, Kaisho and Kayanga<sup>2</sup>. Kituntu and Nyabiyonza showed almost the same positive results hence, it was assumed that these two wards would show the same evaluation result therefore only Kituntu was chosen. Findings from Kayanga showed that Karagwe Radio FM has competing radio stations. Kaisho showed very negative results as many potential listeners were not able to catch the signal from Karagwe Radio FM.

The evaluation of phase two has used a smaller sample size. 600 questionnaires were distributed in three wards using systematic sampling. In each ward 200 questionnaires

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<sup>2</sup> Kayanga is the district head quarters of Karagwe

were planned to be distributed to 50 farmers, 50 mothers/women<sup>3</sup>, 50 youth<sup>4</sup> and 50 others. The questionnaires were distributed by reporters from Karagwe Radio FM before the arrival of the research team. They did a very good job. However, the reporters were not able to distribute the exact numbers of questionnaires to the planned target population. Nevertheless, it is still possible to extract differentiated conclusions about the listener’s behavior and preferences based on age, occupation and gender.

**Distribution of questionnaires in wards**

Ward	Distributed	Returned	%
Kayanga	200	151	75.5
Kaisho	200	108	54
Kituntu	200	132	66
<b>SUM</b>	<b>600</b>	<b>391</b>	<b>65</b>

Source: Evaluation 2013

Data from the 391 general questionnaires were entered into an Excel recording sheet, statistics extracted and compared to the findings from the Baseline survey.

**Qualitative data collection**

Focus group interviews were carried out with six listener groups in Kituntu, Kaisho and Kayanga. Influential listeners were interviewed in the same wards.

Local government officials at village, ward and district level were also interviewed either through individual interviews or groups. The central focus of the interviews for this section of the evaluation was dialogue with local authorities: ***“How has the radio improved the dialogue with the local community leaders at district, ward and village level?”***

The indicators from the Project documents focus exclusively on listeners behavior however the research team found it important to also get the views from local government officials on the topic of increased dialogue with the citizens since *dialogue* is a two way process.

**Resources:**

1. Project document Karagwe Radio FM Phase 2
2. Baseline 2010, Mpagaze 2010
3. Evaluation report of Karagwe Radio FM Phase 2, Mkosamali 2009
4. Methods for Development work and research, Mikkelsen 1995
5. Social Research Methods, Neuman 1994

<sup>3</sup> The project document refers to mothers as a specific target group probably because locally (in Karagwe) women are popularly referred to as “mamas”. However in this study we equal mothers and women.

<sup>4</sup> In this study youth is defined to be between 15 and 30 years old however, it is noted that the official Tanzanian definition of youth is 15 to 35 years old.



## Analysis

### *Sauti ya Wananchi*

Voice of the people

“Sauti ya wananchi” was repeated by a majority of people when asked about Karagwe Radio FM. Karagwe Radio FM is widely known and also loved by many in the district.

### Listener habits in general

To the question “*Do you listen to Karagwe Radio FM?*” 70% of the surveyed population agreed and 22% disagreed. This is a decline of 9% in comparison to the Baseline study 2010 where 79% of respondents stated that they listen to Karagwe Radio FM.

However, it should be noted that behind these figures there are great differences in regards to location. In Kayanga 96% of respondents agrees to listen to Karagwe Radio FM, in Kituntu it is whopping 98%, whereas Kaisho hits the bottom with only 24% of respondents listening to Karagwe Radio FM. (Source: Evaluation survey 2013)

### Listener’s habits in Karagwe

Listener habits	Baseline 2010	Evaluation 2013
Very often / Daily	53%	45%
Frequently/Weekly	24%	3%
Now and then	23%	14%
Poor reception	31%	23%
No interest	28%	0%
Poor programmes	42%	3%

Source: Baseline 2010, Evaluation 2013

The table shows that there is 8% decline in respondents that listen to Karagwe Radio FM on a daily basis. Again there are major differences in the responses from the different locations.

### Listener habits divided into locations

Listener habits	Kayanga	Kaisho	Kituntu
Very often / Daily	72%	10%	55%
Frequently/Weekly	4%	1%	2%
Now and then	23%	12%	8%
Poor reception	3%	66%	14%
No interest	0%	1%	0%
Poor programmes	7%	2%	0%

Source: Evaluation 2013

This table shows that the major reason behind people not listening to Karagwe Radio FM is poor reception. This is a difference from the Baseline study 2010 where poor programmes were stated as the major reason for not listening to Karagwe Radio FM. Hence, it can be concluded that Karagwe Radio FM has improved the quality of its broadcast but the success in this area is being obstructed by technical problems.

To the question **“Are you a member of a listener group”?** 19% of respondents agreed that they indeed are members of a listener group. This is a major increase from the Baseline study 2010 where only 3% of all respondents were members. Even more interestingly, **62%** stated that they wished to become members of a listener group. This perhaps is the greatest measurable achievement in Karagwe Radio FM project phase two and an opportunity to further consolidate Karagwe Radio FM in Karagwe and neighboring districts that must not be missed.

### **Listener’s habits in regards to Indicators (from the project document)**

#### **Indicator**

**That an increased proportion of the adult population can refer to last weeks local programme produced by Karagwe Radio FM.**

The table below shows what kind of programmes the respondents *remember* from last the week. However, the Baseline 2010 does not include this kind of data although it was included in the original questionnaire. Consequently, it is not possible to conclude whether an *increased* proportion of the adult population can refer to last weeks programme. Instead the Baseline 2010 shows what type of programmes that are preferred by the listeners.

#### **Reference to last week’s local programme produced by Karagwe Radio FM**

To the question **“Have you listened to Karagwe Radio FM within the last week?”** 52% says YES and 28% says NO. The respondents that have agreed to listen to Karagwe Radio FM within the last week remember the following programmes:

<b>Score</b>	<b>Type of programme</b>	<b>% of listeners</b>
1	Local news	37%
5	Women’s issues	16%
7	Children’s issues	10%
10	Youth Issues	2%
10	Human rights issues	2%
6	Agricultural education	12%
8	Political discussions	9%
2	Music	36%
3	Sports	32%
4	Greetings	22%

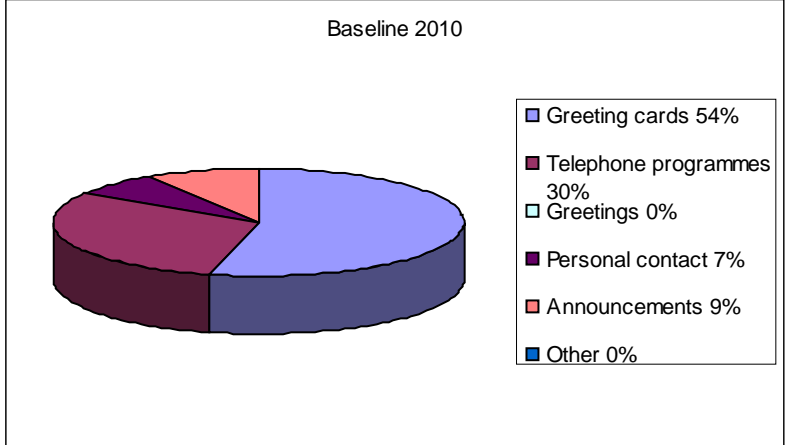
Source: Evaluation 2013

The table shows that local news, music and sports are programmes that most listeners remember that they have been listening to in the past week. However, greetings, women’s issues and agricultural education are also areas that listeners remember well. This kind of data can be useful for the marketing unit when trying to “sell” programmes to advertisers.

**Indicator**

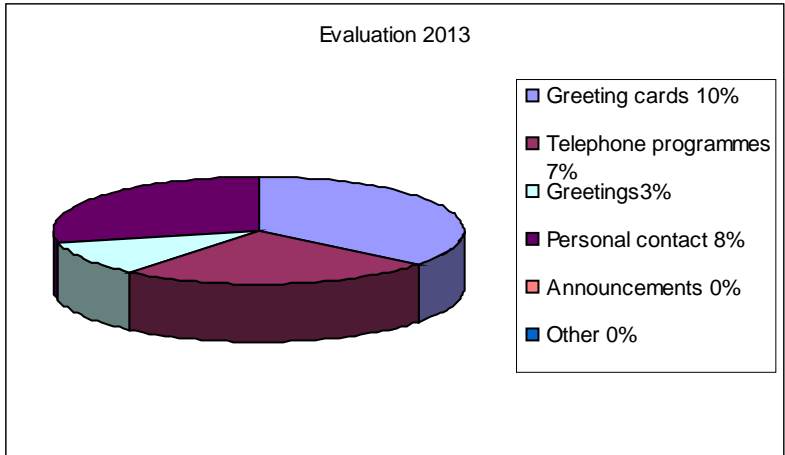
**That an increased proportion of the adult population can tell how they used services from the radio in various ways (listening group, telephone, personal contact, greeting cards etc.)**

**Services used by Karagwe Radio FM listeners (figure A)**



Source: Baseline 2010

**Services used by Karagwe Radio FM listeners (figure B)**



Source: Evaluation 2013

To the question “Have you used one or more of the following services from the radio”? 57% of the listeners in the 2013 Evaluation agree and 49% disagreed. However, not all listeners in the Evaluations have chosen to tick which kind of services they have used in comparison to the Baseline study. This difference can perhaps be explained by the fact that the researchers behind the Baseline took more time to guide the respondents through the questionnaires. Hence, it is also difficult to conclude whether an *increased* amount of listeners can actually tell how they have used the services of Karagwe Radio FM.

During the fieldwork members of listener group were able to state their use of services and mentioned greeting cards as a preferred service. However, they also stated that it is not always easy to get greeting cards to fill out.

**Indicator**

**That an increasing proportion of those surveyed, farmers/mothers/youth can refer to knowledge gained from radio broadcasts.**

Around which subjects have you gained new knowledge through Karagwe Radio FM?		Evaluation 2013
3	Agriculture	23%
4	Legal issues	20%
5	Women and children’s rights	15%
6	Human rights	10%
8	Livestock	3%
2	Community development	26%
7	Politics	7%
9	Electronics	4%
1	Other	27%

Source: Evaluation 2013

The Baseline does not include figures showing listeners reference to knowledge gained from radio broadcast. However, the Evaluation 2013 shows that listeners have in their own opinion gained new knowledge from Karagwe Radio FM broadcast. The table above shows that community development, agriculture and legal issues are the areas where most listeners have gained new knowledge.

**Indicator**

**That an increased proportion of listeners can refer to how the radio has improved the dialogue with the local community leaders at district, ward and village level.**

The great majority of respondents did not fill out this section of the questionnaire. However, it can not be out rightly concluded that the respondent listeners do *not know* how the radio has improved the dialogue since 59% of respondents have agreed that Karagwe Radio FM *is* a channel for increased dialogue. Furthermore, listener group’s

representatives and other respondents were able to come up with specific examples on how Karagwe Radio FM has improved dialogue. For more go to section: Karagwe Radio FM - a channel for increased dialogue between the authorities and leaders and citizens?. The lack of response to this particular question can rather be ascribed to the difficulties in formulating an answer of this question in writing.

## **Relationship with local government officials**

All local government officials the research team interviewed knew Karagwe Radio FM and in general showed a positive attitude towards using Karagwe Radio FM as a media for reaching the citizens. All except one also knew the local reporter representing Karagwe Radio FM. However, not many examples were given to how the local officials use Karagwe Radio FM in their work. The Village Executive Officer from Kituntu, Godfrey Nyeme prefers to listen to Karagwe Radio FM and he describe the cooperation with the reporter as good but he only use Fadeco (a competing radio station) to channel information to the local constituencies since the radio station has a reporter permanently based in the area where the local government offices are located and Fadeco is more audible than Karagwe Radio FM in that specific area. Godfrey Nyeme suggests that Karagwe Radio FM place a reporter locally.

In Kaisho the village and ward officers states that they use Karagwe Radio FM in their work and the cooperation with the local reporter is very well. Furthermore, the Kyerwa District office also works closely with the local reporter Esra Lugakira. The reporter produces a programme called “Haipendezi” that highlights the bad issues within the society. Esra amongst other things verifies the stories at the District Commissioners office.

In Kayanga the newly appointed District Commissioner (DC) Darry Rwegasira was very open to more use of Karagwe Radio FM but she cautioned that: *“A community radio is an open space for people to talk but the presenters should be able to iron out differences. The unity of the country should come first and community radios tends to agitate”*

The district has used Karagwe Radio FM to publicize the official district progress report. However, the DC expresses concern about the training of journalists and editing of programmes. *“Community radios need help with skills especially on knowing how to talk”* says DC Darry Rwegasira.

Presently, the district does not pay for services but the DC is open for the possibility of providing Karagwe Radio FM with a token of appreciation. She states that it is a learning process for all on how to deal with local media such as community radios<sup>5</sup>.

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<sup>5</sup> The acting manager is in a process of developing a MoU with the district council that will be handed over the 15<sup>th</sup> of March 2013.

During the interview the DC proposed to engage Radio Karagwe Radio FM into a project about highlighting the rights and abuses of women in the district. It was agreed during the interview that Karagwe Radio FM should come up with a proposal on how to get involved in the project.

## **NGOs**

Three NGOs were visited namely; Saidia Wazee Karagwe (SAWAKA), Forum Syd and Hifadhi Mazingira ya Kutunze (HIMAYA). All NGOs were using Karagwe Radio FM to advertise and inform about their activities. The examples vary from the small CBO that describes the cooperation with Karagwe Radio FM as very exemplary. The reporter covers activities of the NGO or the NGO advertises through the radio and pays a small token of appreciation. They are preparing a series of radio programmers on environment in cooperation with Karagwe Radio FM.

*“Some local government officials understand the importance of community radio but other view the radio with suspicion and as a media that exposes their leadership issues to the citizens” said Symphorian Rwazo of HIMAYA*

Forum Syd is a much larger NGO and part of an international network originating in Sweden. Forum Syd advertises through Karagwe Radio FM and invites representatives from KAMEA and Karagwe Radio FM to participate in in-house training and through external partners like MS TCDC<sup>6</sup>. Forum Syd works with social accountability. The team confirmed this when they visited their offices and found them, engaged in the process of collecting input from the citizens to the new constitution of Tanzania.

Both examples show that Karagwe Radio FM is a tool for dialogue between the authorities and local leaders in Karagwe and that Karagwe Radio FM is able to tap into local initiatives in order to fulfill its mission.

## **Karagwe Radio FM - a channel for increased dialogue between the authorities and leaders and citizens?**

Yes says 59% of respondents. Yes says a majority of listeners groups. Yes says influential listeners, yes says local government officials, yes says KAMEA, yes says Karagwe Radio FM staff.

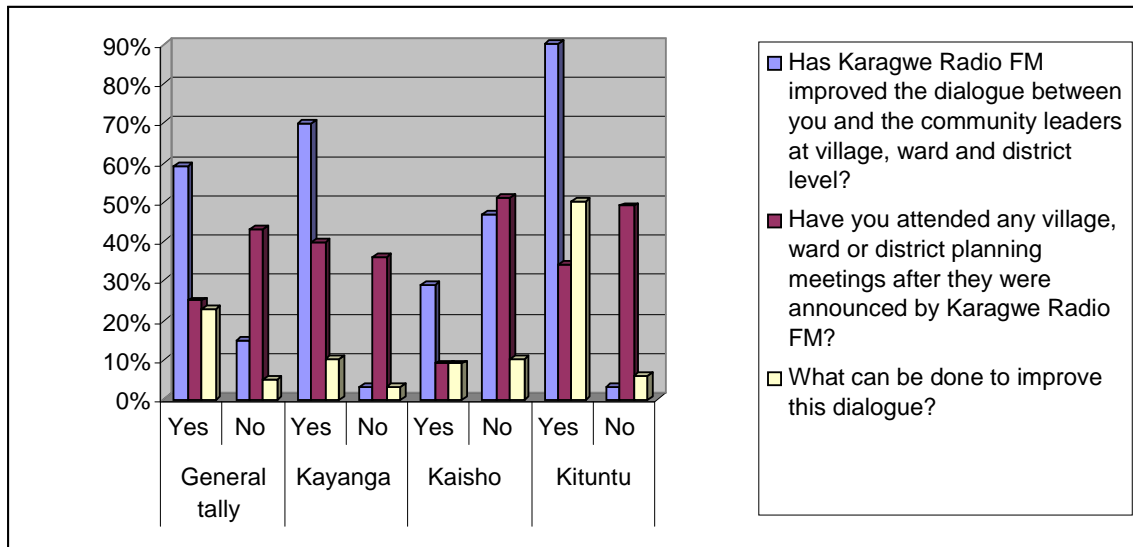
Three questions in the general questionnaire refer to the question: *“Is Karagwe Radio FM a channel for increased dialogue between the authorities and leaders of the area and*

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<sup>6</sup> TCDC (Training Center for Development Cooperation) is a training center located in Arusha and run by ActionAid Denmark. [www.mstcdc.or.tz](http://www.mstcdc.or.tz)

the citizens in the same area”? The table shows how the listeners in Karagwe and by location, view this question.

### Dialogue between authorities, leaders and citizens of Karagwe



Source: Evaluation 2013

Once again there are major differences between Kayanga, Kaisho and Kituntu. In Kituntu 90% of listeners agrees that Karagwe Radio FM has improved the dialogue between local leaders and the citizens and only 3% disagrees. In Kaisho 29% agrees and 47% disagrees and interestingly, in Kaisho the local government officials were very interested in cooperating more with Karagwe Radio FM and the local reporter. Hence, this poor score must be ascribed to the poor audibility of Karagwe Radio FM. What a pity!

The second question “*Have you attended any village, ward or district planning meetings after they were announced by Kargawe Radio FM?*” scores 25% in the general tally. It is not at all a bad score. The political system in Tanzania is to a high degree based on devolution<sup>7</sup> and citizens involvement in local decision making processes. Hence, one of the best ways to influence local government decisions is to participate in the local government open planning meetings. Announcing these planning meetings is a quite simple way for Karagwe Radio FM to increase the dialogue between local government officials and citizens.

The following are examples on how Karagwe Radio FM has increased dialogue according to listeners, local government officials and NGOs:

- Distribution of general information from government.
- Information from District level announced on the radio.

<sup>7</sup> For more on the O and OD processes in Tanzania [www.pmoralg.go.tz/menu-data/programmes/O-OD/](http://www.pmoralg.go.tz/menu-data/programmes/O-OD/)

- Sensitization adverts like “Dawa ya mbu”, about the correct usage of mosquito repellent and nets from the Ministry of Health.
- Live broadcast from Bunge (parliament).
- Through the broadcast “Rights and Responsibilities” a programme produced by Karagwe Radio FM.
- During elections Radio Karagwe encouraged people to register and vote. Radio Karagwe provided airtime for candidates from different political parties.
- Karagwe Radio FM passes on information from the District Commissioner, Kata (wards) and Vijiji (villages). For example during the registration of government workers the radio announced where to go and register.
- The radio also played a crucial role in the constitutional review process where Karagwe Radio FM prepared special programmes six months before and made live broadcast when a team from parliament came to consult in Karagwe.
- The citizen registration process (census) where Karagwe Radio FM provided a number to call or sms questions. Karagwe Radio FM also sensitized people to turn up to be counted.
- Karagwe Radio FM has also contributed to social accountability tracking through its cooperation with Forum Syd.

### **Challenges in reaching the overall objective**

There are a number of challenges that are common in all wards. The major challenge mentioned is lack of connectivity. Listeners can simply not get the signal of Karagwe Radio FM or the signal is very weak.

Especially, in Kaisho poor reception was a problem 66% mentioned by respondents in this present survey. It is concerning that the same technical problem with the transmitter persist year after year and prevents Karagwe Radio FM from fulfilling its mission. This technical problem is further disturbing when the research has shown that the quality of radio broadcast has improved and that very good work is being done by the local reporter, there is a high commitment from listeners and that the relationship between local government officials and Karagwe Radio FM is very promising.

Other challenges mentioned are:

- That the phone line is always very busy and hence, it is difficult to get through to the presenters with a message.
- The local reporter covers a vast area and can not be close to all local government official and people. “Reporters have to be closer to us so they can get information but they do not have facilities” says a local government official in Kituntu.



## **Conclusion**

It can be concluded that *YES* Karagwe Radio FM is a channel for increased dialogue between authorities, leaders and citizens and the project has fulfilled its overall objective.

The indicators also show:

- That the adult population *can* refer to last weeks local programme produced by Karagwe Radio FM.
- That the adult population *can* tell how they used services from the radio in various ways (listening group, telephone, personal contact, greeting cards etc.)
- That a proportion of those surveyed, farmers/mothers/youth *can* refer to knowledge gained from radio broadcast.

59% of all respondents agreed to the statement that Karagwe Radio FM has improved the dialogue between the local leader and the citizens. In Kayanga and Kituntu it is 70% and 90% respectively that agrees. In Kaisho where the audibility is much lower it is only 29% that agrees. During the interviews many examples were given as to how Radio Karagwe FM has indeed improved the dialogue between local leaders and citizens.

Technical problems with transmitter however, has been an obstacle through out the project phase two and has clearly had a negative impact on reaching the overall objective since the broadcast has not been able to reach the planned target group especially in Kaisho where only 24% listen to Karagwe Radio FM.

The analyses also show that much more can be done to nurse the relationship between Karagwe Radio FM and local government. Local government officials are interested in utilizing the services of Karagwe Radio FM and the past barriers like mistrust towards local media has decreased. The District Commissioner of Karagwe has expressed willingness to even pay for services used something that was unthinkable in the past. Caution however, should be taken in having a too rosy relationship with local government that can end up in Karagwe Radio FM becoming a mere microphone holder for local government. Karagwe Radio FM should not forget its aim of becoming a watch dog for Wanainchi, the people.

“Karagwe Radio FM Sauti ya Demokrasia”, said one listener in Kayanga  
(The voice of democracy)

## Professional and Technical quality

### **Objective 2 (from ToR)**

To evaluate to what extent the project has reached its first objective, i.e., to secure the establishment of a professional and technical quality the radio which supports the dialogue between authorities and people of the district. Here under to evaluate the establishment of electronics course at Karagwe District Vocational Training Centre (KDVTC).

### **Analysis**

Karagwe Radio FM (KRF) is a community radio station that operates into two neighbouring districts namely Karagwe and Kyerwa. It is owned by Karagwe Media Association (KAMEA) which is a non-partisan, non-discriminatory and non-governmental organization. KAMEA is registered with the Ministry of Home Affairs (Cert. SO No. 11023 of 31<sup>st</sup> August, 2001). Based on this fact and the presence of Karagwe Radio FM in Karagwe and Kyerwa districts, the project (Karagwe Radio FM phase two) has to a great extent attained its first objective as stipulated in the project document. 100% of respondents in both Karagwe and Kyerwa districts are aware of the existence of Karagwe Radio FM herein referred to as **“Radio ya Jamii”**.

The following facts about Karagwe Radio FM (KRF) confirms our evaluation:

- Has 7 employed staff
- Has 5 Interns
- Has 3 Part-timers
- Has 4 volunteers
- Has 14 Reporters/Stringers who cover stories from the communities in both Karagwe and Kyerwa districts
- Has an acting Station's Manager- Mr. Daniel Ndayanse who is charged with the responsibility of running the day to day business of KRF.
- Has 1 producer whose responsibility is to foresee the production of programmes, edits and okays scripts before a presenter goes on air
- KRF runs both live and recorded programmes

- Content coverage: 40% News, 50% Edutainment and 10% Commercials and Public announcements
- KRF is registered under Karagwe Media Association (KAMEA)
- It was established in 2007
- It is a 'fruit' born out of intercultural relationship between Karagwe Community Members and Denmark (ULD 80)
- Its main objective is to bridge the communication gap between Local Government Authorities (LGA's) and members of community in Karagwe and Kyerwa Districts.
- Has 49 Listener Groups (LG's) across Karagwe and Kyerwa Districts, 19 LG's have registered as members of KAMEA

Researched data revealed also that 68% of respondents ranging from local leaders, employees of various organizations, youth, women, NGO's, Schools and members of the community to which it serves listens to Karagwe Radio FM at least 3 times a week, whereas 20% of the same group listens to it all the time and 12% once a week. Ward Executive Officer of Kituntu Ward, Mr. Johanes Nkesiga Sosthenes had this to say, ***"I am aware of Karagwe Radio FM and I usually find time to listen to it because it enlightens and informs me of many things that happens in our community and country as a whole. We also use it to engage members of communities in developmental issues."***

With respect to quality programming, 84% of respondents said presenters and producers of KRF were producing interesting and ear-catching programmes whereas 16% felt programmes needed further improvement. Interestingly, 90% of respondents said KRF announcements and programming has increased dialogue between local leaders and community members and that KRF is regarded as a catalytic channel for development in both districts.

***"Mr.Lugakira is very close to us. Through him we have been able to air information which led to the prevention of early marriages of girls who had passed their standard seven examinations but their parents wanted to marry them off,"*** he quickly added, ***"I have no problems with journalists who do their work ethically. My office is accessible all the time!"*** Kyerwa District Commissioner, Retired Lieutenant Canal, Benedict Kitenga.

Pinian Christian (45) is a Kituntu villager and had this to say, ***"We learn a lot of things from various programmes aired by our community radio. A lot of things happen in our society and are covered within the same day; to me this is great because it makes those in power work hard to solve such issues."*** Supporting his views was Mr. Alkeleus Mathias who is a religious leader at *Rwambazi* Cathedral. ***"Personally, I am aware and follow programmes on Karagwe Radio FM. I listen to programmes such as Habari***

***Nyepesi nyepesi (News with a light touch), commercial spots and public announcements, education, agriculture and religion,***” he said. The religious man also commended the good work done by KRF, ***“We were able to participate in the national census, constitutional review process, malaria prevention campaign, small pox, measles vaccination to under five children by the Ministry of Health because of KRF,”*** he added.

The Forum Syd (Local NGO) Programme Coordinator in Karagwe District, Mr. Atanes Evarist had this to say, ***“To me and my organization, KRF is our key partner in development. It forms a major part of our success because through it our work has reached many parts of our community and impacted positively on their lives. Our programmes are known widely and communities have been well mobilized to participate effectively on issues affecting their welfare.”***

SAWAKA (Saidia Wazee Karagwe), a local NGO in Karagwe utilizes KRF to mobilise senior citizens (*Wazee*) to enlighten them on their rights. ***“During the constitutional review, for example, we mobilized wazee in Karagwe through ‘Sauti ya Demokrasia programme’ at KRF and they were able to air their views on what they want in the envisaged new constitution,”*** Livingstone Byekwaso said. He is the Secretary General of SAWAKA.

On the other hand, 70% of respondents said KRF signal reception is extremely poor in many parts of the districts thus calling for the management to mount a high powered transmitter to overcome the problem. ***“To get a customer is not an issue, an issue is to maintain this customer and make him/her to continue to be a loyal customer,”*** Kakuru Festo said. He is a member of the *Charuhuzza Salaam Club* in Kyerwa district where a major part of the district does not receive KRF broadcasting signals. According to residents in this district they said when KRF was established they only received signals for a few months and since then they just hear about it from friends and relatives. That aside, statistics clearly indicates that Karagwe Radio FM is amongst the popular radio broadcast in the two districts.

### ***Karagwe District Vocational Training Centre***

Regarding the establishment of Electronics Course at KARAGWE DISTRICT VOCATIONAL TRAINING CENTRE (KDVTC) in relations to maintenance of Radio equipment at Karagwe Radio FM it is clearly that it is not sufficient for KRF One Instructor at KDVTC, Mr. Omary Ngaro with the assistance from his students do some minor repairs of radio equipment at KCR. The Principal of the Centre, Mr. Thomas Paschal suggested two important areas of improvement:

- Design a course on Radio Transmission Technical Repair or Maintenance
- Engage Mr. Chris Jensen from Denmark to train would be Radio Technicians at KRF

# Marketing Unit

## **Objective 3** (from ToR)

To evaluate to what extent the project has reached its 3<sup>rd</sup> immediate objective, i.e, to secure the establishment of marketing unit which can sell programmes at competitive price, ensuring a financially sustainable radio.

## **Analyses**

Findings reveal that Karagwe Radio FM (KRF) established a marketing unit in 2010 to market its products and services to Karagwe and Kyerwa community members. The station Manager, Mr. Daniel Ndayanse said KAMEA board of members directed the management to have in place such a unit in order to generate funds that will facilitate the day to day operations of the station. ***“As you can see our radio station is a private radio but heavily community radio in nature. We are serving community members whose income is very low and therefore much as we would like to generate income to sustain the station we have to take into consideration this reality,”*** he added. KRF does not produce programmes for selling because it does not have the capacity to do so. In addition, well established national radios and regional radios such as Radio One, TBC Taifa, Clouds FM, Radio Free Africa and BBC Swahili to mention but a few, have their own reporters and stringers across the country. In this regard, KRF depends solemnly on small and medium traders and business people, sponsors, local government authorities and NGO’s operating in Karagwe and Kyerwa for commercials and sponsorship.

In 2010, KRF managed to collect a net of 39 Million TZs (\$.24’111.); in 2011 the amount almost doubled. They made 60 Million TZs (\$.37’095); in 2012 they dropped one digit to collect 59 Million TZs (\$.36’476); and in 2013 they expect to surpass a target of 78 Million TZs (\$.48’223). Looking at the statistics above one is tempted to say KRF is capable of strengthening its marketing unit by employing aggressive and energetic marketers to make it financially sustainable.

***“We have employed a young graduate from St. Augustine University who pursued a B.A in PR and Marketing, we have developed a marketing strategy and we are in discussion with various key stakeholders such as District councils, NGO’s, Corporates and Health facilities to enter into partnership in various developmental projects,”*** Ndayanse said.

Currently, KRF mainly banks on the following advertisers and sponsors for support. These are:

- ✓ Vodacom TZ (Mobile phone service provider)
- ✓ John Hopkins ( NGO- Health and Behavioral change Advocates)
- ✓ Forum Syd (NGO- Democracy, Good Governance and Accountability)

- ✓ LGA's (Local Government Authorities- public announcements)
- ✓ Traders (advertising)
- ✓ Individual Community Members (small announcements)

With regards to target marketing audience, KRF mainly targets the following clients for commercials and sponsorships:

- i) Corporate (Sponsorship)
- ii) Local Business Community (advertisements)
- iii) NGO's (public announcements, sponsorship)
- iv) Listeners (Salaam Cards/ Greetings cards)
- v) Community Members (small announcements)

KAMEA Board Members play a crucial role in securing commercials and sponsorships through their personal connections with major players in the two districts and networks. ***"Our board members support our marketing initiatives immensely. Through them we have managed to secure new clients who support our programming,"*** Ndayanse confirmed. On the other hand, board members said they have directed the management team through the advisory committee to produce *'top of the mind'* programmes that will attract clients and sponsors across the districts. It was also revealed that KAMEA Board and Management have come up with the following strategies to ensure a sustainable and vibrant radio station:

- i) Promotions through quality programming (Producing 'top of the mind' programmes)
- ii) Increasing and/or widening Networks and Partnerships
- iii) Hiring and Retaining qualified and talented employees
- iv) Securing Permanent Premises
- v) Procurement of High Powered Transmitter
- vi) Entering into MoU with ULD80 for a 3<sup>rd</sup> Phase Project to attain the above

As a 'community' radio, KRF offers competitive rates to acquire new and maintain old clients. KRF charges are very low compared to other commercial radio stations operating in the area. The rates are as follows- 15,000 TZs (\$.8) for Commercials for 60 seconds; 10,000 TZs (\$.6) for Ordinary Events and 5,000 TZs (\$.3) for small ads. Through their marketing and networking initiatives, the station managed to secure a standby

Generator powered by Solar Energy- *courteous of*- Lower Saxon Hanover German "GIZ" worth 59 M TZs (\$36'476).

### ***Conclusion***

Judging from the data above, one would say KRF has to a big extent (55%) managed to attain its third objective of having in place a financially sustainable radio. They need to improve on programming, retaining qualified and talented presenters and producers and to procure a high powered transmitter to improve on signal reception within Karagwe and Kyerwa districts and beyond to make up for the remaining 45%. The marketing unit needs to strengthen its networks and marketing strategies to ensure that KCR is financially sustainable throughout the years. This can be done if they form a trinity between the Board, Management and Production.

# KAMEA

## **Objective 4:** (from ToR)

To evaluate to which extent the project has reached its third immediate objective i.e. to secure the development of KAMEA as **owner** of the radio with **increased capacity of mentoring and monitoring** the radio broadcast in terms of **content, ethics and financing**.

**Indicators:** (from the project document project objective 3)

- 1) KAMEAs members can independently present the adopted ethical standards for radio content and broadcast.
- 2) Officials and others approach KAMEA directly with complaints and the like.
- 3) Increased **capacity** of KAMEA to effectively manage the radio.
- 4) KAMEA continuously receives information from existing national/regional networks of community radios.
- 5) KAMEAs use of these networks to spread its experience with the community radio concept.

## **Method**

Previous evaluations and documents have been used to gather information about the history of KAMEA as well as successes and challenges in the past.

One semi-structured focus group interview was carried out with five members of KAMEA. Another semi-structured focus group interview was conducted with a group of Karagwe Radio FM staff members. Individual interviews with Gloria Masinde, KAMEA Project Secretary and Daniel Ndayanse, acting Radio Manager was also carried out. To get a broader view of KAMEA and the radio management in general interviews with village, ward and district also included questions relevant to this area. Furthermore, three interviews were carried out with other local NGOs and partners of KAMEA e.g. other local NGOs.

Observations during time spend on the radio premises and informal conversations with staff and management of Karagwe Radio FM were also beneficial.

## **Analysis**

### **Governance and Capacity**

Karagwe Media Association (KAMEA) was founded in the year 2000 and formally registered in 2001. The overall objectives of KAMEA are:



- To fill Karagwe community communication vacuum for stimulation of social, economical and cultural development.
- To build a well informed society that shall participate in its development in and out.

KAMEA presently (2013) has 69 members and 19 listener groups as collective members. Out of the 69, 32 are new members. Some of the recurrent issues that have been raised in past evaluations are the capacity of KAMEA to effectively run Karagwe Radio FM as well as few and inactive members. In both the first and second phase of the project building the capacity of KAMEA has been an objective.

### **KAMEA board**

The board has 10 members whom were newly elected during the Annual General Meeting in November 2012. All board members are men. One board meeting is planned each quarter. The previous board that was in place during most of the Phase 2 of the project between KAMEA and ULD80 has been described as passive and not very engaged in the management and welfare of Karagwe Radio FM. The present board is still very new and it is premature to evaluate its performance. The new board though has received capacity training on roles and responsibilities in regards to been the owners of a community radio in the beginning of 2013 from a lecture from SAUT<sup>8</sup> University. Although the past board has been described as passive during the second project implementation phase, individual board members and members of KAMEA have played a very active role in overseeing the performance and wellbeing of Karagwe Radio FM through the Advisory Committee.

### **Radio board**

The constitution of KAMEA stipulates that as much as KAMEA is the owner of the radio station an appointed Radio board shall govern the radio station. Before the first project phase a radio board was set up but did not perform well. In phase two such a board has not to date been appointed. The reason according to KAMEA members is that external board members will need sitting allowance as payment for being board members and the financial situation of Karagwe Radio FM does not allow that. To make up for the lack of formal governance structure of Karagwe Radio FM, KAMEA has appointed an advisory committee for the second phase of the project with ULD80.

### **Advisory committee**

The advisory committee consists of five members who doubles as members of the KAMEA board and are also founding members of KAMEA. The radio manager and the KAMEA project secretary are also members. The objective of the advisory committee is to ensure that project activities are done as described in the project document. When the project is over the advisory committee will cease to exist.

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<sup>8</sup> Saint Augustine University in Mwanza

The KAMEA Project Secretary is hosted by Karagwe Radio FM and the acting Radio Manager visits the radio station daily. The advisory committee meets monthly and one of the members Clement Nsherenguzi, who is a retired journalist visits the radio station almost daily and participates in post mortem. He is directly involved in deciding the radio broadcast. The journalist also has the task of monitoring the quality of broadcast through a portable radio he carries with him most of the time.

The Advisory committee is well aware of the challenges and performance of Karagwe Radio FM. One of the major challenges through out the two project phases has been retaining a qualified Radio Manager. Karagwe Radio FM has had five managers in both phases and three alone in phase two. This issue will be elaborated further under Objective 6 “Implementation” however, to curb the challenges of hiring and maintaining a qualified Radio Manager, the Advisory committee has resorted to appoint their own representative Daniel Ndayanse as acting radio manager. Daniel Ndayanse does not have any previous experience in communication. Furthermore, he is a founding member of KAMEA, a board member and also member of the Advisory committee. The Advisory committee is well aware that these intermix of roles and responsibilities are not ideal and they are seeking a better solution.

The Advisory committee does not meet with staff of Karagwe Radio FM on a planned and formal basis however; members of the Advisory committee are well known to staff and staff addresses issues directly with them during post mortem and some visits Livingstone Byekwaso, who also doubles as the General Secretary of KAMEA, in his private office.

### **Management of Karagwe Radio FM**

The Management consists of the acting Radio Manager and two advisors from KAMEA. They meet on weekly bases, with staff to discuss matter relating to day to day running of the radio. The management team forward issues to the Advisory Committee in case staff have anything to discuss.

As mentioned the acting Radio Manager was appointed to fill the vacuum when KAMEA failed to employ a qualified manager. The acting manager however is very passionate about Karagwe Radio FM and is a founding member of KAMEA but does not have a relevant background that enables him to make proper decisions in regards to the more technical aspects of the radio broadcast. Furthermore, his management style does not encourage staff participation in decision making.

The Producer is well qualified and has been described by Lucas Zolekwa, a head teacher at Ruzinga Primary School as a good producer. The Producer however, is challenged a lot by older (older in the sense that they have been employed longer) reporters and presenters. He needs visible support from the Manager and the Advisory committee and *not* to be undermined during post mortem and other staff gatherings.

The Marketing manager is qualified and took up his position a few weeks before this field work was carried out.

In order to improve management of Karagwe Radio FM it is recommended to hire a qualified manager. If this continues to be a major challenge another way is to restructure the management with a separation of the general management, Human Resource and the technical unit.

### **Project Secretary**

A Project secretary was employed by KAMEA to ensure proper implementation of the second phase activity plan. The Project secretary Gloria Masinde is hosted by Karagwe Radio FM. The Project secretary represents KAMEA but is well integrated in the staff of Karagwe Radio FM. She has been very instrumental in the implementation and can be described as the constant factor through out the project phase with changing managers and staff of Karagwe Radio FM and busy members of KAMEA. The position of KAMEA Project secretary will end with the second phase project and her functions will have to be carried out by KAMEA members on a voluntary basis unless funding for another project secretary is secured.

### **Ethical standards for radio content and broadcast**

KAMEA board was trained in January 2013 in ethical and media laws by SAUT and the outcome was the development of:

- A set of Ethical standards
- A Code of Conduct
- A Human Resource Policy
- And a Radio Policy (draft)

The consultant was not able to locate the set of Ethical standards but has a copy of the other policy documents. The Advisory committee and other representatives from KAMEA board were not able to referee to the exact Ethical Standards when interviewed.

The staffs of Karagwe Radio FM have not been introduced to a set of Ethical Standards but were well aware of the Code of Conduct posted on the wall in all the rooms of the Radio Station. Furthermore, staff did not seem to be aware that there is an official Ethical Standards for radio broadcast in Tanzania.

According to the Advisory committee and the Project secretary all the policy documents are expected to be ready by the end of April before the project phase two ends.

As mentioned above practical steps have been taking in order to monitor the radio broadcast by appointing a member of the Advisory committee to regularly listening to the broadcast and by taking part in the daily post mortem.

There is an urgent need to sensitize KAMEA board, Advisory committee and staff in the ethical standards. The ethical standards have to be owned by all stakeholders of Karagwe Radio FM. A possible way is to include staff in the drafting of ethical standards in order to increase ownership, instead of merely presenting a piece of paper and demand staff to follow the standards.

### **KAMEA and external stakeholders**

In previous evaluations it has been highlighted that external stakeholders like local government officials does not approach KAMEA directly with concerns about the broadcast. According to representatives from KAMEA board this has changed. Two examples are mentioned to support this:

1. During the 2010 presidential and parliament election Karagwe Radio FM was accused of being aligned with the opposition party CHADEMA. The reason being that the then manager was a CHADEMA supporter and had a photo of the previous presidential candidate of CHADEMA in his office. Local government officials expressed strong concerns and KAMEA chose to enter into a dialogue and it was later proven that KAMEA did not break the law. However, in order to restore the relationship between Karagwe Radio FM and local officials the Managers contract was not renewed. Interestingly and beside this point of the evaluation, the popularity of Karagwe Radio FM increased during this period and three years on when this evaluation was carried out listeners still referred to this incident.
2. A conflict between a reporter and a local counselor was solved effectively by KAMEA by apologizing to the councilor. The reporter went on air without doing a feasibility study and in return the councilor went to a competing radio station to abuse the reporter. KAMEA intervened before more damage was done.

These examples are very good to highlight the increased ownership of KAMEA and the learning process that KAMEA is going through as an organization and as owner of a radio station.

However, more need to be done. When asked most local officials at village and ward level do not know KAMEA and that Karagwe Radio FM is owned by KAMEA. Furthermore, some listener groups do not know anyone from KAMEA. This factor is important in the process of establishing KAMEA as owner of Karagwe Radio FM and also in the process of increasing the membership of KAMEA. Hence, KAMEA needs to do more to profile itself locally.

### **KAMEA and National/regional and international networks**

Karagwe Radio FM has taken the first steps to become member of The National Community Radio Network. In the past membership of this network has been blocked

by another competing radio station in Karagwe. Individual staffs with an accepted education are members of Karagwe Press Club.

KAMEA members and Karagwe Radio FM staff members have participated in exchange programmes with other local radio stations and hence, got an opportunity to exchange experiences with other radio stations. Otherwise, KAMEA is not very active in spreading its experience with the community radio concept.

KAMEA works together with other local organizations and during the fieldwork we got an opportunity to visit three namely SAWAKA (Saidia Wazee Karagwe), HIMAYA (Hifadhi Mazingira ya Kutunze) and Forum Syd. The cooperation with Forum Syd is very beneficial to KAMEA and Karagwe Radio FM in several ways. Forum Syd works mainly within the area of social accountability and uses Karagwe Radio FM to sensitize the population and pays for advertisements. The organization also provides training opportunities to KAMEA members and staff of Karagwe Radio FM. Karagwe Radio FM in return reports from activities carried out by Forum Syd. Karagwe Radio FM and Forum Syd worked successfully together during the process of developing a new constitution for Tanzania. The cooperation between Forum Syd and KAMEA/Karagwe Radio FM has opportunities to be developed further in order to increase quality of programme content as well as income from advertisements. The cooperation can also serve as inspiration to develop partnerships with other local and national NGOs working in area of interest for KAMEA.

### **KAMEA and Sustainability**

KAMEA has other external partners like ULD80 and is actively engaged in getting more partners/donors to secure the sustainability of the organisation. KAMEA has developed and submitted a project proposal to the Foundation for Civil Society<sup>9</sup>. By the time of the field work KAMEA had not received an answer from The Foundation. The project proposal is about Agricultural expenditure tracking, well formulated and relevant to KAMEA and Karagwe Radio FM. In the general listener survey carried out during the fieldwork, agricultural related programmes were high on the preferred list of radio programmes 12% of respondents have listened to an agricultural related programme within the last week and 23% states that they have gained new knowledge about agriculture through Karagwe Radio FM. Expenditure tracking and other governance related project are at the moment highly preferred by many donors.

Hence, it can be concluded that KAMEA within its members' base has project proposal skills that can be utilized even more. The Foundation for Civil Society is an opportunity that should not be missed even if this project proposal is not honored and KAMEA should continue to nurture the relationship with this kind of local partners that also

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<sup>9</sup> The Foundation for Civil Society is administrating a pool of funding distributed to Tanzanian NGOs. [www.thefoundation.or.tz](http://www.thefoundation.or.tz)

provides funding. Tanzania Media Fund<sup>10</sup> is another important opportunity. The fund is known to KAMEA and selected staffs have received training from the Media Fund. KAMEA should continue to build the relationship with the Tanzania Media Fund.

Furthermore, KAMEA has received a donation from GIT in the form of solar panels that sustain the radio station when during the regular power cuts. GIT has also provided an opportunity for members to get exposure on community radios in Germany. KAMEA is in talks with a Dutch based organization in regards to an information project about Banana wilt disease and KAMEA also have contact to John Hopkins University. KAMEA has plans to set up a telecenter and produce a magazine and has developed a draft proposal.

Karagwe Radio FM is presently able to pay rent and staff salaries (except the manager) from income generated from advertisements. Read more in Marketing Unit However, local reporters and volunteer stipend, most of the manager's salary and the project secretary salary are presently paid through the phase two project fund. After the project has ended there is a vacuum to fill. KAMEA and Karagwe Radio FM management and staff are well aware of this and that there is an urgent need for some kind of bridge funding to continue essential activities and especially to sustain reporters at village level. Draft proposals have been developed but critical follow up by KAMEA seems to be slow.

## **Members of KAMEA**

Attracting new members to KAMEA has been mentioned as a problem in the past and is part of the objectives of the phase two project. According to board members and the project secretary sensitization activities have been carried out and consequently KAMEA has successfully increased its membership base. Part of the success can be ascribed to listener groups acquiring membership. 19 out of 49 groups are registered members of KAMEA.

KAMEA aims to include members from "all walks of life" according to the General Secretary, Livingstone Byekwaso and it seems like KAMEA has succeeded in this by attracting individuals with various educations and positions as well as local farmers and youth. However it should be mentioned that out of 10 board members none are women. Hence, more should be done in regards to gender balance within the governing body of KAMEA.

It is not enough to attract a large number of members, the level of involvement of members matters more than the number. Within KAMEA there is a small exclusive group of members mainly founding members that are very committed to KAMEA and Karagwe Radio FM. The same group of people is also very engaged in other activities

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<sup>10</sup> Tanzania Media Fund [www.tmf.or.tz](http://www.tmf.or.tz)

outside KAMEA. It is the task of this group to engage new members of KAMEA in order to ensure continuity and sustainability.

## **Conclusion**

*Has the project secured the development of KAMEA as owner of the radio with increased capacity of mentoring and monitoring the radio broadcast in terms of content, ethics and financing?*

A small group of KAMEA members have a strong feeling of ownership toward Karagwe Radio FM and steps are made to ensure that the other majority of KAMEA members are aware of the roles and responsibilities that come along with the ownership of a radio station.

Compared to previous evaluations and status reports KAMEA has increased capacity of mentoring and monitoring the overall radio broadcast. KAMEA members have participated in various capacity building exercises. Even though a formal radio board is not yet in place, the Advisory committee carries out the role of mentor well and has assigned an individual member to monitor the content of broadcast on a daily basis. A set of ethical standards is not yet in place hence, it must be concluded that monitoring is done without clear guidelines in regards to ethics. A KAMEA member who is a qualified accountant assists Karagwe Radio FM with daily accountability.

### **Indicators**

**1) KAMEAs members can independently present the adopted ethical standards for radio content and broadcast.**

Clearly, KAMEA members, Karagwe Radio FM management and staff can not present the ethical standards for radio content and broadcast since they have not yet been adopted. This is a great weakness.

**2) Officials and others approach KAMEA directly with complaints and the like.**

According to the Advisory committee they now receive complaints and comments about Karagwe Radio FM broadcast. The examples mentioned in the analysis shows that complaints are handled well. However, listeners and local government officials on village and ward level do not necessarily know that Karagwe Radio FM is owned by KAMEA. Consequently, complaints and comments will not reach KAMEA.

**3) Increased capacity of KAMEA to effectively manage the radio.**

It is clear that the management of Karagwe Radio FM has many weaknesses. Several managers have passed through Karagwe Radio FM and at this point it has not been possible to hire a qualified manager. The solution that KAMEA has chosen to place a manager from the inner circle of KAMEA is not sustainable in the long run. Roles and responsibilities are mixed up and KAMEA can not

intervene in management issues effectively if they have to deal with one of their own. To credit KAMEA, members seem to be aware of this and that a solution needs to be found urgently. A formalized governance structure like a radio board is not yet in place.

**4) KAMEA continuously receives information from existing national/regional networks of community radios.**

KAMEA is in a process of acquiring membership of the National Network for Community Radios. The process has been slowed down a competing radio stations obstruction according to KAMEA. However, KAMEA has found an entry point and will be members within a short period of time. Efforts are also made to become members of the East African Network of Community Radios.

**5) KAMEAs use of these networks to spread its experience with the community radio concept.**

Not yet. However, KAMEA and staff of Karagwe Radio FM have participated in exchange visits to other radio stations and have in this way exchanged experiences with other radio stations within Tanzania.



# Listener Groups

## **Objective 5 (from ToR)**

**To evaluate the establishment of listener groups and the function of these groups and to give recommendations for future involvement of these groups**

## **Analyses**

Karagwe Radio FM (KRF) has 49 Listener Groups (LG's) which are scattered across Karagwe and Kyerwa districts. Out of 49 LG's, 19 LG's have been officially registered as members of KAMEA and therefore eligible to attend the Annual General Meeting (AGM). To establish the roles and functions of these LG's, we picked a sample of 8 LG's from Karagwe District (4) and Kyerwa District (4). We used both questionnaires and focus group discussion to evaluate their establishment, functions and roles. The following LG's formed the basis of our evaluation:

1. **KYAJU Salaam Group (Listener Group)** Located in Karagwe District; Chairman: Mr. Kamugisha Karumna; Secretary General, Mr. Gorodian Pastory; Number of Members: 15; Formed in 2011
2. **KITWE LISTENERS CLUB (Salaam Club)** Located in Karagwe District: Chairperson: Mr. Lameck Festo; Secretary General: Johansen Simeo Number of Members: 20; Formed in 2010
3. **Charuhuza Salaam Club** Located in Kyerwa District; Has 23 members; Formed 2011
4. **Kigaga Salaam Club (Listener Groups)** Located in Kyerwa District; Has 20 members; Formed in 2011
5. **Karukwanzi Primary School** Located in Kyerwa District; Has 200 pupils and 14 teachers
6. **Nyamweza Magorofani Salaam Club** Located in Kyerwa District: is comprised of 30 members;
7. **PAMBUZUKA LISTENERS CLUB** Located in Karagwe District; it has 21 members. The majority of members are young stars who have decided to form this group to, among other things, update themselves on community issues and also participate in discussions and debates aimed at sharpening their skills and knowledge.
8. **Karagwe DDH Listener Club** Located in Karagwe District; it has 150 members who are mainly nurses and doctors of the Karagwe designated district hospital

100% of members confirmed to the evaluation team that they are aware and listen to Karagwe Radio FM (KRF) even though in some places the signal is weak. 68% of the listeners said they listen to KRF everyday; 20% three times a week and 12% once a week. 99% of members in these LG's said they like to listen to news, agriculture, health, sports, music, religious programmes and that they like to contribute to debates and discussions on KRF (political, environmental, health, economical and social within Karagwe and Kyerwa districts). 90% of listeners agree that KRF has bridged the communication gap within Karagwe and Kyerwa districts and that it has to a great extent increased dialogue between community members and local leaders. The 10% could not comment because of poor signal reception of KRF in their areas. 90% of respondents also confirmed to the evaluation team that KRF is a catalytic tool for development within the two districts. The following quotes confirm this, ***"We learn a lot through this radio. Through various programmes we are aware of the challenges facing the youth- issues of unemployment, reproductive health, entrepreneurship, youth participation in politics, education and agriculture,"*** -Pambazuka Salaam Club.

Dr. Andrew C. Cesari, of Karagwe Designated District Hospital summed his understanding of KRF as follows, ***"KRF is a channel to reckon in this area. Whenever there is an outbreak of communicable diseases such as cholera, meningitis, Ebola, typhoid and others, we usually pass on awareness and educative information to wananchi through it."***

84% of respondents confirm that the programmes KRF airs are of quality but wants more people to be involved in giving information. ***"Let the people express their feelings and views on issues affecting their lives in those programmes,"*** one listener from Nyamweza Magorofani Salaam Club urged.

Listeners' contribution is mainly in programmes as they participate in debates and discussions aired by KRF, they buy greetings cards, they phone in and contribute in discussions, they criticize, offer alternative means to solving problems, they give news tips to reporters and sometimes act as news sources. It goes without say that the LG's are vital for the survival of KRF.

## ***Conclusion***

Our recommendation is that listeners groups need to be further supported by KRF. KRF leadership especially Board Members need to recognize their role in KRF, visit them from time to time, engage and motivate them in small projects through training and financial support where necessary, train them as citizen journalists and engage them as stringers/reporters.

# Implementation

## **Objective 6 (from ToR)**

To evaluate the implementation process and to develop lessons learned

### **Method**

Previous reports, midterm evaluations and status reports were examined before the fieldwork. Interviews with KAMEA, management, staff and reporters of Karagwe Radio FM, as well as interviews with listener groups, influential listeners, local government officials and local NGOs have been used to analyze the implementation process. The activity plan and schedule from the project document was assessed together with the KAMEA Project Secretary. Challenges and success were hereafter extracted.

### **Analyses**

The analysis of the implementation process has been done in form of a SWOT analyses stating strength, weakness and opportunities and threats that have had an impact on the implementation process.

### **Weaknesses and challenges**

#### **Management**

The major weakness in implementation process of the two phases of the project Karagwe Radio FM has been lack of consistent and qualified management. Karagwe Radio FM has had five managers altogether in the two phases and three alone in the second phase. According to KAMEA and the Project secretary the reason being that the salary is not competitive and Kayanga as a workplace not attractive enough to qualified people. Good managers however has passed through Karagwe Radio FM but not stayed long partly due to the above mentioned problems. Another issue raised elsewhere in this evaluation has been a former manager alignment with a opposition party CHADEMA. This matter however, was solved well by KAMEA.

The present acting manager does not have a communication qualification but is very passionate about Karagwe Radio FM and one of the founding members of KAMEA. He is also a member of the Advisory Committee and the board of KAMEA. This is a temporary solution due to the failure of hiring a qualified manager. It is understandable that KAMEA resort to such alternatives however, the mix of roles and responsibilities between radio management and KAMEA should be avoided in order for KAMEA to take proper action towards weaknesses in the management.

Furthermore, there are visible tensions between staff (including project secretary) and the Manager. There is a lack of conducive environment for free talk between

<p>management and staff hence, performance and creativity are also affected. The passion and commitment of the acting Manager could be used better in the Advisory committee and KAMEA.</p> <p>KAMEA <b>must</b> find a solution to the weaknesses in the management and either higher a qualified manager and/or restructure the management with a separation of the general management, Human Resource and the technical unit.</p>
<p><b>Staff</b></p> <p>There has been a high turnover of staff though the exact number of staff that has left during the phase two is not known. Several listeners raised this matter and asked: <i>“why are good presenters leaving after a short period of time?”</i>. According to KAMEA and the staff, people are leaving to pursue better opportunities elsewhere.</p> <p>The financial situation of cause limits the salary level but KAMEA and the management <b>must</b> look into ways of improving the work conditions of staff and increase the prestige in working for Karagwe Radio FM by for example providing more training and travelling opportunities and better equipment. And not the least provide staff with contracts and clear and transparent salaries and bonuses.</p> <p>It is also a lesson learned for KAMEA that seemingly internal issues like staff and management are noticeable for the outside world and can impact on the image of Karagwe Radio FM and KAMEA.</p>
<p><b>KAMEA</b></p> <p>The board of KAMEA has been described as inactive through most of the project period. At one point even the communication with ULD80 was affected. KAMEA members are in general highly engaged in various societal issues and therefore very busy.</p> <p>However, a small group of KAMEA members has made up for this by being active in the Advisory committee and the present General Secretary of KAMEA is now effective in communicating. Still, KAMEA members have to be constantly reminded about meetings and commitments by the Project Secretary.</p>
<p><b>Timely implementation of activity</b></p> <p>A large number of activities in the project document have been implemented late. ULD80 describes this factor in a progress report to CISU as not a major obstacle because it is preferable to take time to implement well rather than to rush activities. This is correct however, late implementation has an impact on measuring the outcome of the activities and hence the overall objective. An example is the lack of Ethical standards for radio content and broadcast.</p>
<p><b>Monitoring and statistics</b></p> <p>Presently, Karagwe Radio FM does not have a monitoring system in place to measure the impact of radio broadcast and programmes and to record the number of calls, sms etc to programmes. The research team found a monitoring sheet for recording incoming calls etc but it has never been used. The Producer described it as complicated but has</p>

agreed that it is necessary to come up with a recording system and will now work on this together with the Marketing manager. The Marketing manager is newly employed but seems to be knowledgeable and has come up with a proposal on how to collect data to support his work. The Marketing manager and the Producer should be supported to collect data and come up with statistics.

**Technical equipment**

Perhaps technical equipment should be on top of this list of weaknesses rather as now at the bottom. Technical equipment especial the transmitter is a major weakness in reaching the overall objective. Transmitter breakdown and weak signals is equal to no broadcast and equal to no or even a negative project outcome. Listeners in areas like Kaisho describes Karagwe Radio FM as unreliable and even though there is a very qualified local reporter on location and an very good working relationship with local government the problem with the transmitter is failing the great work on ground. The technical problems with the transmitter **must** be solved.

In general Karagwe Radio FM lacks technical equipment. For example the production “room” consists of one table with a computer in a corner of the meeting room. The computer does not have internet connection. Local reporters also lack technical equipment to produce good programmes.

**Strengths and successes**

**Overall**

The major strength is that despite the above mentioned weaknesses Karagwe Radio FM is still standing strong and that the overall objective *“to secure a channel for increased dialogue between the authorities and leaders of the area and the citizens in the same area”* has largely been reached.

**Commitment**

There is a high level of commitment towards the course of Karagwe Radio FM within 1) KAMEA, 2) selected staff and 3) the listener groups;

- 1) KAMEA has a hard core group of individuals that have vested a lot of time, energy and prestige in the radio station. They are willing to spend time and share personal skills such as journalism like Clement Nsherenguzi, and the accountant that free of charge assist the receptionist with the daily accounts, Andrew Kazimoto that according to other KAMEA members holds things together, Livingstone Byekwaso that open up his office to staff for advise and complaints and Daniel Ndayanse the acting manager that is very passionate about the radio just to mention a few. It is the challenge of this group to pass on this commitment to other and new members of KAMEA.
- 2) Staff members and local reporters are in general committed and proud to be working for Karagwe Radio FM. Local reporters carry out their duties with few

resources and little or no pay for their services.
3) Listener groups are the ambassadors of Karagwe Radio FM and proud of being part of the “Sauti ya Wananchi” as was repeated every time we visited a group or interviewed listeners. The listeners groups are a great resource to be utilized further. They know what is going on at local level and can be trained to even take part in the production of local programmes.
<b>Trainings</b>
A Training Needs Assessment was done at the beginning of the project and consequently a number of trainings, workshops and exchange visits have been carried out although some later than planned, it has provided KAMEA and staff of Karagwe Radio FM with new information and inspiration. Though according to the manager and ULD80 staff of Karagwe Radio FM it have been a challenge to motivate staff to participate in trainings such as English proficiency.
<b>Project secretary</b>
The Project secretary has been the glue that has held the second phase of the project together. She has carried out her duties in a professional and efficient manner. She will leave a vacuum to be filled by KAMEA members/volunteers unless a new project can finance a salary for a project secretary.
<b>Relationship with local government</b>
Karagwe Radio FM is known to all government officials the research team spoke to and the project phase two has consolidated the relationship with local government. There is a high level of interest in using Karagwe Radio FM to inform about the activities taking place within the villages, wards and district. The relationship with local government should be nurtured further and actions in regards to formalizing the relationship through MoU to be continued. KAMEA has shown ability to solve conflicts arising between local officials and staff/management of Karagwe Radio FM.
<b>Relationship with local NGOs</b>
Karagwe Radio FM and KAMEA have a generally good relationship with local NGOs. The research team visited only three that was chosen by KAMEA and all NGOs from time to time would buy airtime to advertise activities or to sensitize the population through chosen programme themes. One NGO, Forum Syd even provides training opportunities for staff of Karagwe Radio FM and KAMEA. Cooperation with other local NGOs and CBOs should be explored further in order to increase income but also to get more qualified inputs to broadcast. Radio programmes can be developed in cooperation with local organizations by using their technical and professional expertise.
<b>KDVTC</b>
The electronics course supported by ULD80 has proven to be useful to Karagwe Radio FM in the sense that most repairs now can be made locally.
<b>Sustainability</b>
In the project phase two of the project financial sustainability has improved. Karagwe Radio FM is now able to pay running cost such as rent, staff salaries and utility bills from income generated by the radio.
<b>Quality broadcast in the area of governance</b>

A number of broadcasts have improved the channel of information between local government and the citizens. Like the National census, the Constitutional review, Elections, and other informative and interactive broadcast. Trainings provided throughout the project phase have improved the quality of broadcast. Listeners mentions that better programmes are produced though more can be done.

**The partnership with ULD80**

Through the partnership with ULD80 Karagwe Radio FM and KAMEA have received much more than funding. In the project phase ULD80 has actively contributed to the implementation through sending volunteers, trainers and other resource persons. A few examples can be mentioned like the technical volunteer Chris Jensen that was placed at the radio for 9 months. Another ULD80 member provided financial training for two staff members and other ULD80 members have spend time in Karagwe to monitor the project. It is recommended that ULD80 continues to actively engage in Karagwe Radio FM perhaps through a project like the telecenter and listener group project that focuses on building the capacity of the listener groups and local reporters.

**Opportunities**

**Listener groups**

In project phase two, Karagwe Radio FM has carried out sensitization workshops with the listeners and further consolidated the listener groups and there are now 49 listener groups in Karagwe. These listeners groups provide a great opportunity to increase the presence of Karagwe Radio FMs locally and make up for the out reach of local reporters. The proposal about the Tele center and the listener groups should be finalized and distributed to potential partners.

**Networking**

Karagwe Radio FM has increased its networking and is now in contact with national networking organizations such as Tanzania Media Fund, Foundation for Civil Society and is in a process of becoming members of the Network of Community Radios in Tanzania. More emphasis should be done in regards to networking and the development of partnerships.

**Cooperation with the District commissioner**

KAMEA has not had a very active relationship with the DC during the project phase. However, the new DC seems to have an interest in Karagwe Radio FM in particular and local medias in general. Karagwe Radio FM to follow up on the contact with the District commissioner and take advantage of her positive attitude towards the radio station.

**Threats**

**Lack of Ethical standards for radio content and broadcast**

The development of ethical standards for radio content and broadcast is part of the objectives of the phase two project document. It is not very clear whether ethical standards have been developed but is clear that staff and even KAMEA members can

not refer to them. It has been classified under threats because the lack of clear ethical standards can be a threat to the existence of the radio station if broadcasters and reporters do not follow or even know them. A worse case scenario is that Karagwe Radio FM risk closure by authorities in case ethics are overstepped. It is especially important in what looks like an increasing repressive attitude towards medias and individual journalists in Tanzania.

#### **Financial situation of Karagwe Radio FM**

The financial situation of KAMEA and Karagwe Radio FM in itself is not necessarily a threat to the existence of the radio station but when the phase two of the project phases out it leaves a financial vacuum. The manager's salary will not be substituted, there will be no salary to a project secretary and local activities like subsidizes to transport for local reporters will not be catered for anymore according to the Project secretary. For Karagwe Radio FM to continue to be a channel for increased dialogue between the authorities and citizens, KAMEA must urgently find a solution to how local activities can continue to be financed.

### ***Conclusion***

In general the implementation of the project "Karagwe Radio FM – phase two" has gone well especially in comparison with phase one. It is commendable that KAMEA and ULD80 have followed the recommendations from the phase one evaluation. The implementation process has followed the project cycle well in regards to carrying out a Baseline study, training needs assessments and midterm evaluation etc and KAMEA has tried its best to actively react to findings.

Hiring a project secretary has proven to be very effective. Gloria Masinde has been very instrumental in the successful implementation of the project and she has largely made up for the weaknesses found in KAMEA.

The implementation process however, has been strongly affected by lack of consistent and effective management at the radio. Slow implementation of activities has made it difficult to evaluate the impact of some activities such as the effectiveness of the Marketing unit and internal organizational policies. However, in the long run these activities that at the time of the final evaluation were still been implemented will have an impact later on.



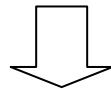
## Recommendations

### **Objective 7 (from ToR)**

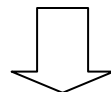
To give recommendations on KAMEA's future involvement in media development in Karagwe, Kyerwa and neighbouring districts.

KAMEA has shown that it is a serious media organization in both Karagwe and Kyerwa districts. KAMEA have a strong and committed team led by the Secretary General, Mr. Livingstone Byekwaso. The organization has a constitution which govern the members decisions, there is in place a business plan (still worked on), there is in place a marketing strategy and a marketing unit and personnel at the radio. They have a Management that needs to be bolstered to attain desired goals, they have radio advisory committee that gives guidance and direction to the management, they have board members, and members act as 'eyes and ears' of the projects and services they offer. The presence of these bodies and tools in place is a clear indication that KAMEA means business- not just business but business in a strategic and transparent manner. KRF is run and managed in the following order:

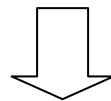
#### **Annual General Meeting (AGM)**



#### **KAMEA Board**



#### **Advisory Committee**



#### **Management**

As a Board they have implemented the following:

- ✓ Trained the board on Media Law and Ethics
- ✓ Developed Code of Conduct
- ✓ Drafted Radio Policy

KAMEA is extremely supportive of the Management and employees.

**Challenges:**

- ✓ Limited resources- both financial and HR

**Success Stories:**

- ✓ Establishment of KRF
- ✓ Trained 60% of staff
- ✓ Facilitates Business in Karagwe District and surrounding communities through advertisements
- ✓ Build good working relationship between local leaders and members of the community
- ✓ Wide Networking across section of the communities and key stakeholders
- ✓ 'A top of the mind' radio in Karagwe and Kyerwa District (Number One Choice).

We highly recommend KAMEA for giving “Voice to the Voiceless” in the two districts and surrounding communities. They need more support from development partners and well wishers to accomplish their many set of objectives.

**Recommendations for sustainability:**

To secure sustainability for KAMEA's future involvement in media development in Karagwe district KAMEA should first of all take the following steps towards dealing with internal matters:

1. Make sure all pending policies are in place for KAMEA and Karagwe Radio FM.
2. KAMEA should urgently take steps to hire a qualified manager and/or restructure Karagwe Radio FM management.
3. KAMEA should look in to ways of encouraging members to become more active and involving new members in the monitoring of Karagwe Radio FM.
4. KAMEA and Karagwe Radio FM management should strengthen the activities at ward and village level especially listener groups and local reporters. Listeners groups can be trained as local citizens reporters and support the work of the reporters and presenters.
5. Continue the efforts of becoming more sustainable and less dependable on donor funding by strengthen the support to the marketing unit and regularly collect and update information about listeners habits. Ensure smooth cooperation between the different units at the radio station and set up achievable goals for getting more advertisers and programmes sponsors.
6. Finalize draft proposals and send them to partners like ULD80 and Tanzania Media Fund so that KAMEA can be supported to initiate a Telecenter program after the expiry of KCRP phase two.
7. Come up with a mechanism to follow up on relationship with local government and other local leaders.

8. Expand networking and contact media and training organizations such as FeminaHip and Global Platform Tanzania<sup>11</sup>.

**Recommendations for technicalities:**

- Employ a Technical Manager with Radio Background (At holding a B.A in Mass Communication/Journalism -Broadcasting Major)
- Employ and Train 2 radio producers on different radio formats
- Train all Presenters and Reporters on news gathering techniques, news writing and presentation. They also need to be exposed to different radio formats
- Secure production rooms- with a couple of computers
- Secure news room- with a couple of computers
- Make all these rooms + studios dust free rooms to secure all gadgets
- Procure a large transmitter to increase coverage of the radio
- Additional air time should be given to agriculture and religion
- Improve on the distribution of greeting cards (Kadi za Salaam)
- Ensure that KRF Reporters are close to influential or opinion leaders in the districts for views/ comments on various issues of importance
- Engage reporters in the surrounding villages to increase community coverage
- Incorporate radio technical persons in the Board
- Improve on working conditions for employees and volunteers by increasing salaries and allowances.
- Train broadcasters and reporters on specific skills e.g Environmental Reporting
- Improve on working relationship with NGO's to get more community insights

While these internal and technical matters are being worked on KAMEA can look towards expanding its activities and venture into other areas of media development in Karagwe and neighboring districts like print media.

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<sup>11</sup> Femina Hip: [www.feminahip.or.tz](http://www.feminahip.or.tz) Global Platform Tanzania [www.training4change.org/about-global-platform-tanzania](http://www.training4change.org/about-global-platform-tanzania)

## Appendix A: General questionnaire and results

### NB!

This is the summarized result from the general questionnaire distributed in Kayanga, Kituntu and Kaisho. Please consult excel recording sheets for differences in geography, gender and occupation.

### Evaluation of Karagwe Community Radio - Phase 2

**General questionnaire:** Karagwe district

Basic information from: Village:   
 Tarafa:   
 Kata:

Date of Interview: 8-12 March 2013

No of questionnaires:

Occupation:

Age:

Sex: Female  Male

Question		Tally	Yes	No
1	Do you listen to Radio Karagwe?		70%	22%
a	If yes - How often?			
	Very often / Daily	45%		
	Frequently / Weekly	3%		
	Now and then	14%		
b	If NO - Why do you not listen?			
	Poor reception	23%		
	No interest	0%		
	Poor programmes	3%		
2	Have you listened to Radio Karagwe within the last week?		52%	28%
a	If YES - Which programmes do you remember from the last week?			
	Local news	37%		
	Womens issues	16%		
	Childrens issues	10%		
	Youth Issues	2%		
	Human rights issues	2%		
	Agricultural education	12%		
	Political discussions	9%		
	Music	36%		
	Sports	32%		
	Greetings	22%		
	Telephone	5%		

	programmes			
			57%	49%
3	Have you used one or more of the following services from the radio?	Greeting cards	10%	
		Telephone programmes	7%	
		Greetings	3%	
		Personal contact	8%	
		Announcements	0%	
		Other	0%	
4	Are you a member of a listener group?			
			19%	76%
5	If YES - What is the primary focus of the group?			
	If NO - Would you like to join a listeners group?			
b			62%	
6	Around which subjects have you gained new knowledge through Radio Karagwe?	Agriculture	23%	
		Legal issues	20%	
		Womens childrens rights	15%	
		Human rights	10%	
		Livestock	3%	
		Community development	26%	
		Politics	7%	
		Electronics	4%	
		Other	27%	
7	How has Radio Karagwe improved the dialogue between you and the community leaders at village ward and district level?		59%	15%
8	Have you attended any village ward or district planning meetings after they were announced by Radio Karagwe?		25%	43%
9	Kama Ndiyo Je kiasi gani?		4%	1%
10	What can be done to improve this dialogue?		23%	5%

## Appendix B: Semi-structured interview guide (objective 1)

### Respondents:

- Officials / politicians
- Local leaders / resource persons
- CBOs/NGOs

<b>Introduction</b>
We are presently carrying out an evaluation of Radio Karagwe and would very much appreciate your assistance in answering the following questions.
<b>1. Have you ever used the Radio to communicate with the citizens of Karagwe? (wanainchi?) if yes, please give examples of type of communication/dates/target group.</b>
<b>2. What was the response you got from the citizens / wanainchi?</b>
<b>3. Do you know of other organisations/local government institutions or business that has used the service of Radio Karagwe?</b>
<b>4. How has the radio improved the dialogue between the citizens and the local community leaders? (at district, ward and village level)</b>
<b>5. How can Radio Karagwe improve the dialogue between the citizens and the local community leaders in the future?</b>
<b>6. How was the cooperation with the staff at Radio Karagwe?</b>

7. **Have you or any one from your office ever approached KAMEA (the owner of Radio Karagwe) with any complaints and / or suggestions for improvements?**  
(objective 4, indicator2)

## Appendix C: Semi-structured interview guide (objective 4)

### Respondents:

- KAMEA board representatives
- KAMEA members

<b>Introduction</b>	
We are presently carrying out an evaluation of Radio Karagwe and would very much appreciate your assistance in answering the following questions.	
<b>1. What is your position in KAMEA?</b>	<b>2. How long have you been a member of KAMEA?</b>
<b>3. What are your roles and responsibilities as a member of KAMEA?</b>	
<b>4. What are your roles and responsibilities in relation to Radio Karagwe?</b>	
<b>5. Please state the adopted ethical standards for radio content and broadcast.</b>	
<b>6. How often do you participate in KAMEA board meetings or any other KAMEA meetings?</b>	
<b>7. How often do you participate in radio staff meetings? (Once a week, once a month, never)</b>	
<b>8. How often do you participate in programme meetings? (Once a week, once a month, never)</b>	



<b>9. How many times do you visit the radio station in a month?</b>
<b>10. How are you involved in deciding the content of the radio broadcast?</b>
<b>11. How does KAMEA make sure that the radio broadcast adheres to the adopted ethical standards?</b>
<b>12. How often do you meet with the management of Radio Karagwe?</b>
<b>13. What training have you participated in, in relation to you role in KAMEA (e.g. financial training etc.?)</b>
<b>14. Do you, as a representative from KAMEA, get complaints or suggestions in regards to the Radio broadcast from local officials or other local leaders?</b>
<b>15. Please mention the national and regional networks of community radios KAMEA is a member of or receives newsletters from?</b>
<b>16. How does KAMEA use these networks?</b>
<b>17. Please, mention any other external partners KAMEA has?</b>
<b>18. Please, mention the project proposals KAMEA has sent to donors/partners within the last year?</b>

## Semi-structured interview guide (objective 4)

### Respondents:

- 1) Radio Karagwe Management
- 2) Radio Karagwe Staff

<b>Introduction</b>	
<b>We are presently carrying out an evaluation of Radio Karagwe and would very much appreciate your assistance in answering the following questions.</b>	
<b>1. What is your position in Radio Karagwe?</b>	<b>2. How long have you been working for Radion Karagwe?</b>
<b>3. Please state the adopted ethical standards for radio content and broadcast.</b>	
<b>4. Do you know any board member or members of KAMEA?</b>	
<b>5. How often do you participate in meetings together with KAMEA board members or members?</b>	
<b>6. Does anyone from KAMEA interfere in or contribute to the content of your radio broadcast?</b>	
<b>7. How often do you meet with the management of Radio Karagwe?</b>	
<b>8. What trainings have you participated in during your stay with Radio Karagwe?</b>	

<b>9. Please mention the national and regional networks of community radios Radio Karagwe is a member of or receives newsletters from?</b>
<b>10. How does Radio Karagwe use these networks?</b>
<b>11. Please mention the project proposals Radio Karagwe has sent to donors/partners within the last year?</b>

## Semi-structured interview guide (Objective 4)

### Respondents:

- Radio Karagwe management
- Radio Karagwe staff
- KAMEA

<b>Introduction</b>
We are presently carrying out an evaluation of Radio Karagwe and would very much appreciate your assistance in answering the following questions.
<b>Name, position in Radio Karagwe or KAMEA</b>
<b>1. What have been the major challenges in implementing the activity plan?</b>
<b>2. What can be changed to improve the performance of Radio Karagwe?</b>
<b>3. What have been the successes in the last three years?</b>
<b>4. Please, mention any lessons learned during the last three years?</b>

## Appendix D: Questionnaires for the evaluation of technical quality, listeners groups and marketing

### A. Radio Management/ Uongozi wa Redio

Dhumuni la dodoso hili ni kuangalia namna kituo kilivyoweza kuwajengea uwezo wa mafunzo ya uandishi na utangazaji wafanyakazi ili kutenengeneza vipindi bora na vyenye kuwavutia wasikilizaji. Pia kuangalia namna redio hii ya jamii ilivyoweza kuboresha na kurahisisha mawasiliano kati ya watendaji wakuu wa Wilaya, Tarafa, Kata, vijiji na wananchi katika Wilaya ya Karagwe na sehemu nyingine. Tutaangalia na kufanya tathmini ya kozi ya utangazaji katika chuo cha KDVTC kuona kama imekidhi mahitaji ya kituo cha redio ya jamii.

We would therefore appreciate if you could spare your precious time to respond to a couple of questions that would help establish to what extent you have managed to attain your first immediate objective, i.e, to secure the establishment of a professional and technical quality of the radio which supports the dialogue between authorities and people of the district. Here under to evaluate the establishment of the electronics (Broadcasting) course at KDVTC.

Your contribution to the discussion is very valuable, and we hope you will actively participate in the focus group discussion. All information will be used without mentioning your names and held in confidence within the evaluation team and among its collaborators.

It would be greatly appreciated if you would provide your candid opinion on all the issues that will be discussed. The information collected from you will not be shown to anyone outside of this assignment and the analysis of reporting will not disclose your identity.

Name (optional) \_\_\_\_\_ Tel:  
(optional) \_\_\_\_\_

Region:..... District:.....  
Ward:.....

Village/Street:..... Number of participants:.....

Type of Group \_\_\_\_\_

Length of Discussion: \_\_\_\_\_ Date: \_\_\_\_\_

Moderator: \_\_\_\_\_ Note-taker: \_\_\_\_\_

**Tafadhali jibu maswali haya kwa kadri unavyoweza!**

1. (a) Are you part of Karagwe Community Radio management team? In what capacity do you serve?.....

.....

(b) Are you aware of station set of objectives?

Y/N.....

(c) If Y mention objective # 1; If N,

why?.....

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.....

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.....

2. (a) How many employees do you have?.....

(b) What is their level of education i) Secondary Education ii) Basic Certificate in Journalism/ Broadcasting iii) Diploma in Journalism/ Mass communication v) B.A in Journalism/Mass Communication vi) M.A in Journalism/Mass Communication/ Other.....

c) Mention their names, titles and their relevant qualifications.....

.....

.....

.....

a) Did they have these qualifications before they were employed by KAMEA? Y/N

b) If N, where did they upgrade their qualifications?.....

.....

.....

4. In your view, do you think a good broadcaster or producer must possess a certain level of education? Please explain.....

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5. Have you ever conducted a learning needs assessment (LNA or TNA) for your employees? When was that and what were the results?.....  
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6. a) Were you involved in developing and designing the electronics (Broadcasting) course offered at KDVTC? Y/N  
b) Do you think the course has helped to improve the quality of programming? Please explain.....  
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7. Do you think because of improved programming authorities at the district, county, ward and village levels are now using the community radio to interact with the *wananchi* in the district? Y/N. Kindly explain.....  
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8. Mention the programmes which local government authorities utilize most to interact with the *wananchi* in Karagwe.....  
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9. Give any other remark or opinion with regards to improving the quality of radio production.....

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**Maswali kwa wafanyakazi**  
**Jibu kwa Kiswahili au Kiingereza.**

**Questions for Broadcasters/Announcers/Producers/Stringers**

1. What is your level of education?( Tuambie kiwango cha elimu yako).....
2. Where and when did you study journalism? (Umesomea kozi ya uandishi wa habari? Umesoma lini na wapi).....  
.....
3. In your view what is a quality broadcast piece (Kwa mtazamo wako unadhani kipindi kizuri na chenye ubora ni cha namna gani?).....  
.....  
.....
4. Are you aware of any set objectives which your station has? Y/N. If Y/N please elaborate (Je, unafahamu madhumuni ya kituo chenu? Tafadhali



elezea).....  
.....  
.....  
.....  
.....  
.....

5. What is that your radio station is striving to achieve and why? (Kituo chenu cha redio ya jamii kinajaribu kufikia malengo gani?).....  
.....  
.....  
.....

6. Do you face any technical challenge as you go about doing your work? Y/N. Please mention or explain (Je, kuna changamoto zozote za kitaalamu unazokumbana nazo katika kazi yako? Tafadhali zitaje).....  
.....  
.....  
.....

7. How would you explain your relationship with your employer? Good/ Bad/ Worse Please explain (Elezea mahusiano yako na mwajiri wako ni ya namna gani).....  
.....  
.....  
.....

8. How often do you interact with local government authorities? Do you find them friendly and easy to work with? Please elaborate (Ni mara ngapi unafanya mawasiliano na viongozi wa serikali za mitaa? Unadhani ni viongozi ambao wanapenda ushirikiano na unaoweza kufanya nao kazi kwa karibu? Elezea).....  
.....  
.....  
.....

9. Have you attended a broadcasting course at KDVTC? Y/N. When did you attend? Did you find the course relevant to your work?(Umewahi kuhudhuria kozi ya utangazaji katika chuo cha KDVTC? Unadhani kozi hiyo ili kusaidia katika kuboresha kazi

zako?.....  
.....  
.....  
.....

10. Do you feel you need further training to update your knowledge at skills? Which course would you like to enroll? (Unadhani unahitaji mafunzo mengine zaidi ili uweze kufanya kazi kwa ufanisi zaidi? Ni kozi gani ungependa kusoma?).....  
.....  
.....

11. Mention the type of programmes you produce or air (Taja vipindi unavyotengeneza au kutangaza).....  
.....  
.....  
.....

12. Any other comments? (Toa maoni mengine tafadhali).....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**Questions for Listeners/ Wasikilizaji:**  
**(Tafadhali wapatie pia viongozi wa NGO, Dini, Siasa, Walimu, Madaktari na wanataaluma wengine ili waweze kutoa maoni yao)**

1. Unaifahamu redio yako ya jamii ya Karagwe? Ndiyo/Hapana  
2. Kama jibu lako ni ndiyo hebu elezea unavyoifahamu.....  
.....  
.....  
.....

Na kama huifahamu elezea kwa nini hujui.....  
.....



10. Je, unadhani watangazaji na watayarishaji wa vipindi katika redio hii wana ujuzi wa kutosha katika utekelezaji wa majukumu yao ya kila siku ikiwa ni pamoja na kurusha vipindi vinavyoelimisha na kuhamasisha jamii kushiriki katika shughuli za maendeleo?.....  
 .....  
 .....  
 .....  
 .....  
 .....
11. Kama ni mafunzo, unadhani wapatiwe wafunzo ya aina gani?.....  
 .....  
 .....  
 .....  
 .....
12. Kwa maoni yako unadhani viongozi wa serikali za mitaa kutoka ngazi ya kijiji mpaka wilaya wanaitumia vyema redio katika kuwaelekeza na kuwahamasisha wananchi juu ya masuala mbalimbali ya maendeleo?.....  
 .....  
 .....  
 .....  
 .....  
 .....
13. Ni mambo gani ambayo unadhani redio yako ya jamii inapaswa kuyapa kipaombele?.....  
 .....  
 .....  
 .....  
 .....
14. Unadhani, vikundi vilivyoanzishwa vya usikilizaji (listener groups) vina mchango wowote katika redio hii ya jamii? Elezea tafadhali.....  
 .....  
 .....  
 .....  
 .....
15. Tafadhali toa maoni ya ziada uliyo nayo kuhusu redio yako ya jamii.....  
 .....

.....  
.....

**Questions for KAMEA/BOARD/Employees of Karagwe Community Radio:**

1. Do you have a marketing unit at KCR? – Mna kitengo cha biashara/ masoko katika redio yenu ya jamii?.....  
.....  
.....

2. When was it established and why? Kilianzishwa lini na nini dhumuni lake.....  
.....  
.....

3. A community radio is a radio that is owned and run by community members. Why then looking for markets? Kimsingi redio ya jamii huwa inaendeshwa na jamii yenyewe hivyo haihitaji mambo ya matangazo ya biashara. Kwa nini nyinyi mnaweka matangazo ya biashara?.....  
.....  
.....  
.....  
.....

4. Do you have a code of ethics as a radio station? Je, mna kanuni za misingi ya maadili katika redio yenu?.....  
.....

5. Are your various employees aware of the codes? How often to you meet and have a discussion around it? Je, wafanyakazi wenu wanatambua juu ya kanuni hizo za maadili? Huwa mnakutana mara ngapi na kukumbushana?.....  
.....  
.....

6. Do you have competitors? Who are they? And what are you competing? Je, mna washindani katika matangazo yenu? Ni akina nani? Na mnashindania

nini?.....  
.....  
.....  
.....

7. Who is your target audience? Walengwa wa matangazo yenu ni akina nani?.....

8. Who is your target market? Huwa mnawalenga wateja gani mnapokuwa mnatafuta matangazo?.....  
.....

9. Do you receive sponsorships from corporate organizations, government and NGO's? Mention these sponsors and their volume of business. Huwa mnapata udhamini kutoka katika mashirika ya kibiashara, serikalini au NGO's? Huwa mnapata udhamini wa kiasi/namna gani?.....  
.....  
.....

10. Do you sell programs? What kind of programs do you normally sell and to who? Huwa mnauza vipindi? Ni vipindi vya namna gani mnauza na nani wateja wenu.....  
.....  
.....

11. Do you have commercials in your programming? How much time is allocated for commercials/public announcements? Katika matangazo yenu huwa mna matangazo ya bishara? Mmetenga muda kiasi gani wa matangazo kwa siku?.....  
.....  
.....

12. Do local authorities pay for their announcements? Viongozi wa Wilaya na ngazi nyingine huwa wanalipia matangazo mbalimbali wanayoyatoa katika redio yenu?.....  
.....  
.....

13. What is the reach of your radio? Redio yenu inasikika umbali gani/ maeneo gani?.....  
.....  
.....
14. Do you have a sustainable marketing strategy in place? Je, mna mkakati endelevu wa biashara?.....  
.....  
.....
15. Do you think you can survive without commercials? Je, unadhani mnaweza kuendelea kurusha vipindi vyenu bila kuwa na matangazo?.....  
.....  
.....
16. How much do you charge per 60 seconds? Huwa mnatoza shilingi ngapi kwa dakika moja?.....  
.....
17. Do you have prime time hours in your program scheduling? What are these hours? Huwa mna muda maalumu wa matangazo ya biashara katika vipindi vyenu? Ni masaa gani haya.....  
.....  
.....  
.....
18. Do you have 'top of mind' programs that would make sponsors and advertisers to choose your radio as a first choice? Huwa mna vipindi ambavyo vinabeba redio yenu ya jamii? Kama vipo vitaje.....  
.....  
.....  
.....  
.....
19. How supportive are your listeners? Wasikilizaji wenu wana wapa ushirikiano kiasi gani?.....  
.....  
.....
20. Do you get other support from key stakeholders? Huwa mnapata msaada mwingine kutoka washirika wa maendeleo?.....  
.....

.....  
.....  
.....  
.....  
.....

**Questions for KAMEA/ Management Team**

1. How many listener groups do you have?.....
2. What are the roles of these listener groups?.....  
.....  
.....
3. How do you interact with them?.....  
.....  
.....
4. How often to you interact with them?.....  
.....  
.....
5. Are they a source of feedback to your programs?.....  
.....
6. Do you think they can be a source of information? If yes, how authentic is the information they send?.....  
.....  
.....
7. Have you ever provided any training to them?.....  
.....  
.....



8. If you are to provide one, what kind of a training programme would recommend?.....  
.....  
.....  
.....

9. Any other remarks?.....  
.....  
.....  
.....

**Thanking you for your time and responses.**

**Aksante!**

## Annex:

### Travel notes from Jack Meena, Consultant:

I had an interesting trip to Karagwe. I took off by air from J.K Nyerere International Airport enroute Mwanza Airport to Bukoba Airport. Because of delays in connection from Mwanza to Bukoba, I arrived late in the evening in Bukoba and had to spend a night at Bukoba town. On Monday early in the morning I took off to Karagwe by bus.

### Important facts about Karagwe Community Radio (KCR):

- Has 7 employed staff
- Has 5 Interns
- Has 3 Part- timers
- Has 4 volunteers
- Has 14 Reporters/Stringers who cover stories from the communities in both Karagwe and Kyerwa districts
- Has a Station's Manager- Mr. Daniel Ndayanse who is charged with the responsibility of running the day to day business of KCR.
- Has 1 producer whose responsibility is to foresee the production of programmes, edits and okays scripts before a presenter goes on air
- KCR runs both live and recorded programmes
- Content coverage: 30% News, 60% Edutainment and 10% Commercials and Public announcements
- KCR is registered under Karagwe Media Association (KAMEA)
- It was established in 2008 (?!)
- It is a 'fruit' born out of intercultural relation between Karagwe Community Members and Denmark (ULD 80)
- Its main objective is to bridge the communication gap between Local Government Authorities (LGA's) and members of community in Karagwe and Kyerwa Districts.
- Has 49 Listener Groups (LG's) across Karagwe and Kyerwa Districts, 19 LG's have registered as members of KAMEA

### **From the Horse's Mouth:**

Ward Executive Officer, Kituntu

Mr. Johanes Nkesiga Sosthenes

***"I am aware of Karagwe Community Radio and I usually find time to listen to it because it enlightens and informs me of many things that happen in our community and the country as a whole. We also use it to engage members of communities in developmental issues,"*** he said. Mr. Sosthenes says they usually use KCR for public announcements such as political meetings and rallies, sensitization of development programmes such as ***Obutura*** (pre-mature harvesting of coffee by small farmers). "We usually ask farmers to refrain from such malpractices because it kills their economies and thus making them poorer," he added. In this area farmers are faced with 'yellowish banana disease' which at times the locals likens it to *HIV/AIDS (Banana AIDS)*. We use radio programmes to inform and direct *wananchi* on the best ways to overcome the disease. According to him they utilize KCR to address various issues of concern to their communities such as lack of Health Centre (Dispensary)- the locals have to walk 10 Kilometers to access a Health facility at a nearby village; they also use KCR to mobilise resources- financial and human- from members of the community to build classes for a secondary school in this ward. Kituntu ward is comprised of three villages namely Kituntu, Katwe and Katembe. "We also make use of KCR to address issues of women oppression specifically domestic violence," he affirms. Mr. Sosthenes said that it is unfortunate that KCR is not heard in many parts of their communities because of poor reception. "My plea to owners of KCR is to make this radio reach many parts of our communities. They must improve on their reach and quality programming," he added.

Mr. Godfrey Nyeme is the Kituntu Village Executive Officer. To him radio Karagwe is a blessing in many ways. "I listen to KCR most of the time and like all its programmes. Its reception is superb here," he added. The only thing that makes him uncomfortable is the absence of a reporter from KCR to cover their many and varied challenges. "I request KCR to attach a reporter in our area so that our issues can be covered and thus heard by those holding public offices above us." Mr. Nyeme said through KCR, communities get edutainment on various aspects such as education, health- reproductive health, agriculture, politics and religion. "People in this village like it, its presenters like Baba Love, Rwegamalila and others," he says.

Pinian Christian (45) is a Kituntu villager and had this to say, *"We learn a lot of things from various programmes aired by our community radio. A lot of things happen in our society and are covered within the same day; to me this is great because it makes those in power work hard to solve such issues."*

Mr. Alkeleus Mathias is a religious leader at *Rwambazi* Cathedral. “Personally, I am aware and follow programmes on Radio Karagwe. I listen to programmes such as *Habari Nyepesinyepesi* (News with a light touch), commercial spots and public announcements, education, agriculture and religion,” he said. Interestingly, this Catechist even knows the frequency of KCR. “I listen to it on 91.4 FM but I also listen to FADECO FM, Radio Vision FM and others to get varieties of news,” he added. Regarding signal reception, the Catechist said, KCR is not well received in many parts. His main plea is that religious programmes should be improved and given due attention (more air time especially on Sunday). “The Love Portion programme on KCR is very educative and it has lessens our work as many of our followers listen to it and adhere to good advises from the same,” he affirmed. To him to a great extent KCR has been a good bridge between community members and local leaders from across all sections. **“We were able to participate in the national census, constitutional review process, malaria prevention campaign, small pox, measles vaccination to under five children by the Ministry of Health because of KCR,”** he added.

The Catechist says they like to listen to presenters such as Baba Love and Christopher Mageta (he left the radio). “To me local leaders utilizes the presence of KCR very well because they usually provide their visitation schedules to villages and thus making people aware of days and dates of the visit,” he confirmed. His advice to KCR is that they need to work on improving educational programmes on various issues ranging from Gender, Health, Education, Entrepreneurship and Sports. He also pointed out the following areas that need improvement:

- Mounting of a powerful transmitter to allow wide coverage
- Additional air time should given to agriculture and religion
- Improve on the distribution of greeting cards (Kadi za Salaam)
- KCR reporter to visit his church from time to time to know of new development and issues
- KCR Reporter to forge close ties with church leaders

Lucas P. Zolekwa (41) is a head teacher at Ruzinga Primary School. To him, KCR is for the community and by the community. “It has given us a voice and we are proud of it,” he says. From KCR we learn of what has happened or not happening in our communities every day. Like many other people in this community, he listens to KCR for local news and switch to other radio stations such as TBC *Taifa* for national and international news. On KCR he likes to listen to sports, *Habari Nyepesinyepesi* (news with a light touch, Local News and Children’s programmes. According to him, local leaders are still afraid or reluctant to utilize the presence of such radio station for the fear of exposing the weaknesses. “I think they have not utilized the presence of KCR effectively otherwise they would have known what people on the ground want and therefore attend to their concerns,” he added. **“I also think in some ways these leaders interferes with the freedom of expression and that of the media because they are not ready to be criticized and accommodate alternative thinking,”** he reiterated. To affirm his position, he gave an example of a presenter at KCR who was ‘sacked’ or ‘shown’ the door for airing information that was not

palatable to the ruling party leaders at the district level. ***“We had a presenter at KCR by the names of Edward Ernest Mpaka who was sacked on the ground that he was pro-opposition. I tell you when the news of his exit broke many people felt sorry for him because he was a hardworking young man but was daring enough to bring into the spotlight weak leaders and this is what people want,”*** he said.

Regarding quality programming, he thinks KCR presenters are doing their best and probably training should be streamlined to enable them acquire new skills and tactics. His advice to KCR management is that they should *rotate (change) location where they do recording of their various programmes to cover more areas and issues; improve on reception; more airtime to school issues; strengthen listener groups as sources of news and information.*

Symphorian Rwazo is the Chairperson of a Non-Governmental Organisation called HIMAYA in ***Rwambaizi*** Ward, (Hifadhi Mazingira ya Kutunze) literary means conserve the environment for better life. In this organization they prepare seed beds, make environmental friendly cookers and run a family farmers learning network. He appreciates the role played by Karagwe Community Radio in issues related to environmental conservation, community news and edutainment programmes. *“Personally, I usually follow news on radio Karagwe and other programmes to enlighten myself,”* he says. He is quick though to share his frustration on the poor signal reception. *“The problem is it is not heard in many parts of Rwambaizi and because of this we are compelled to listen to other radios such as FADECO, Radio Free FM and Clouds FM,”* he added. Even though KCR is not heard in many parts of the area, Mr. Rwazo says it has bridged the gap between community members and local leaders. ***“In my view, this radio has done a lot because it airs issues of concerns in the communities, makes local leaders aware of those concerns, and it enlightens us in many ways- environmental issues, drought, yellow banana disease (mnyauko wa migomba), gender issues and entrepreneurship projects and the like,”*** he added.

According to him KCR plays a catalytic role in developmental issues in Karagwe and Kyerwa districts and its surrounding. ***“Through radio Karagwe, people are now aware of their rights (Ijue Sheria- Understand Law) and as such they can voice them in meetings with local leaders and in radio programmes as well,”*** he affirmed.

As a local NGO, they use KCR to inform members of the community on issues of environmental conservation and mobilise them to conserve the environment. He says when they have an issue they want to announce to the public they use Karagwe Community Radio. ***“We normally place our public announcements to this radio because they charge us very little,”*** he added. Regarding production of quality programmes, Mr. Rwazo had this to say, ***“To a great extent they are doing their best, a bit of training on investigative and analytical journalism is required to sharpen their skills and knowledge. Also good working facilities are needed to improve on the production,”*** reiterates Mr. Rwazo. With respect to leadership relationship with KCR, Mr Rwazo thinks many local leaders might have negative perceptions on it because it exposes their weaknesses. ***“At one time they branded this radio an opposition radio because it was exposing their misdeeds as leaders,”*** he affirmed. To him, issues of *good governance, environmental conservation and women rights especially widows* should be given more attention.

He outlined the following as things that needs to be improved:

- ✓ Engage reporters in the surrounding villages to increase community coverage
- ✓ Provide tape recorders and cameras to reporters
- ✓ Train them in specific skills e.g Environmental Reporting
- ✓ Improve on working relationship with NGO's to get more community insights

### **KYAJU Salaam Group (Listener Group)**

Group Chairperson: Mr Kamugisha Karumna

Secretary General: Mr. Gorodian Pastory

Number of Members: 15

Asked why they decided to form the club, they said they want their voices to be heard through the club. ***“Our problems are common so when we want to voice them we want to do so as one,”*** Karumna said. They also said, through this club they discuss other issues that affects their lives as persons but as community members. ***“There are many discussion (dialogue) programmes in Karagwe Community Radio and we usually follow and contribute to them as a group,”*** he added. Some of the issues that are discussed includes: The girl child- her rights as a child; reproductive health- how to prevent unwanted pregnancies and dangers associated with early marriages; how to overcome poverty- entrepreneurship; good agriculture practices and health issues. They appreciate contribution of KCR during the national census exercise last year, the ongoing constitutional review exercise and various visits by national, regional and district leaders. They also voiced their concern on the poor signal reception! Briefly put this is how this listener group contributes in KCR programming. As a group they would like to be trained in basic news writing skills to work as **‘Citizen Journalists’** to cover more stories in their areas.

### **KITWE LISTENERS CLUB (Salaam Club)**

Group Chairperson: Mr. Lameck Festo

Secretary General: Johansen Simeo

Number of Members: 20

Apart from sending greetings to members, loved ones and friends, they are engaged in tree planting activities in their village. They serve as sources of information and sometimes whistle blowers to reporters covering the area. They generally listen to all programmes when they have time and

contribute to discussions on various programmes. Unlike Kyaju Community area, radio Karagwe is clearly received at Kitwe and listeners enjoys programmes such as *Local News Bulletin*, *News with a light Touch (Habari Nyepesinyepesi)*, *Mshikemshike*, *Dira ya Leo*, *Jioni Mwanana* and *Sunday Stories* to mention but a few. This group particularly contributes to “The Voice of Democracy Programme- Sauti Ya Demokrasia”. ***“We utilize effectively every opportunity we get to air our views and opinions on issues affecting our lives and community as a whole,”*** Mr. Simeo said. Through Karagwe Community Radio, they have been able to benefit by:

- Acquiring information about vaccination of our livestock, for example, foot and mouth disease affecting cows, sheep and goats
- Participating in Constitutional Review
- Taking part in cleaning the environment
- Participating in the 2012 National Census
- Participating in the Community Tree Planting Campaign
- Sensitising community members to refrain from burning forests and bushes
- Acquiring information about Mosquito Insecticide Spray Campaign
- Motivating *wananchi* to send their children to school (especially girls)

They are of the view that more attention should be directed to ***“Mnyauko wa Migomba”, “Availability of Coffee seedlings”, and “Access to clean and safe water”***.

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## KYERWA DISTRICT

At Kyerwa District we are met by a humble, friendly yet Retired Lieutenant Canal, Benedict Kitenga, who serves as the District Commissioner. He ushered us in his simple office and exchanged greetings. We were accompanied by Mr. Ezra Lugakira, who works as a Community Reporter for Karagwe Community Radio. In the presence were Ward Councilor Ms. Yasintha Katita (CCM- Special Seat) and Isingiro Ward Councilor, Mr. Ernest Kalisa.

***“I appreciate the role Karagwe Community Radio plays in our district. I have directed my colleagues to talk to KCR management to establish their headquarters here or have a branch in place. Personally, I am proud of this radio because it has made us to feel more as Tanzanians than Ugandans and Rwandese,”*** he said meaningfully.

The DC cited ***“The Voice of Democracy”*** programme as one of his favourite programme saying that it gives him a platform to explain issues at length to citizens and also allow listeners to call in and ask

questions or critique them. ***“This is a very useful programme, to me as a leader I don’t mind to be criticized because through criticisms I perfect my leadership and get to know the kind of leader I am,”*** he added.

We noted a good working relationship between the DC’s office and the reporter attached to this area. ***“Mr.Lugakira is very close to us. Through him we have been able to air information which led to the prevention of early marriages from girls who had passed their standard seven examination but their parents wanted to marry them off,”*** he affirmed. ***“I have no problems with journalists who do their work ethically. My office is accessible all the time,”*** he said.

Again we have used Karagwe Community Radio to enlighten citizens on the best ways to prevent ‘mnyauko wa migomba- *banana dryness disease* (yellow fever) and coffee. In preserving community accepted norms and behavior, the DC hailed “Haipendezi” (This isn’t right) programme saying it has in many ways sensitized community members to adhere to accepted norms, culture and values. ***“I think many people like this programme as it both educates and entertains them.”*** Regarding signal reception, the DC says a powerful transmitter needs to be mounted to cover the whole the district and beyond. He said the people in *Kimuli* do not receive any signal and that they miss a lot of information because of that.

Isingiro Ward Councilor, Mr. Ernest Kalisa, said he wants to see Karagwe Community Radio well established than FADECO radio which is highly commercial. ***“As you can see Kyerwa is highly strategic so KCR needs to tap in and establish itself in this district,”*** he added.

The leaders in this area agree that KCR has in many ways helped in bridging the information gap between them and community members. They DC is highly convinced that if KCR will mount a high powered transmitter they will be able to mobilise people against:

- Crop disease such as ‘mnyauko wa migomba’.
- Livestock diseases such as Foot and Mouth disease
- Illegal immigrants from Rwanda, Uganda and Burundi who are causing social unrest in the area
- Domestic violence
- ‘Butura’- selling of crops especially coffee before they are harvested

#### **WESTERN ESTATE HOTEL (KYERWA)**

In this place we met with different community leaders in Kyerwa ranging from religious to political. They were about 5 leaders and they seemed to be aware of Karagwe Community Radio. They all appreciate and acknowledge its presence. They said they all utilize KCR in passing vital information to members of the community. “KCR helps in shaping and sometimes setting agenda for the community in Kyerwa and



its surrounding villages. It also enlightens young people and builds their confidence,” one leader said. They also agree that KCR has helped to bring leaders close to *wananchi* through various announcements aired through it. They particularly mentioned “*Ijue Sheria*” programme- Understand law- as a programme that has sensitized community members to understand their rights and the right way to demand it. That many people now have a better understanding of issues and have confidence of putting to task their leaders and ask important questions during meetings. “KCR has facilitated mobilization of *wananchi* to attend meetings and thus high participation of wananchi in meetings than it was ever before,” another leader confirmed. They also informed that during the ongoing constitutional review process community radio such as KCR played a crucial role of informing and providing forum for wananchi to participate effectively in the process. On quality programming, these leaders agree that there significant improvement in programme production compared to when they started. “Honestly, there is a notable improvement in programme production and scheduling,” another leader affirmed.

On areas of improvement, they talked about signal reception- that it needs improvement and training for presenters and/or producers to cope with the demands of the market and changing technology.

They mentioned the following thematic areas that need special attention:

- Agriculture
- Environmental Education
- Health
- Entrepreneurship- targeting youth who are mainly unemployed
- Gender Issues- paying a particular attention to division of labor

**Improvement:**

- ✓ They want sports programme to be consistent- to have a special time every day
- ✓ Wants reporters to pay attention to youth sports
- ✓ Mount powerful transmitter to cover a wide area. “To get a customer is not an issue, an issue is to maintain this customer and make him/her to continue to be a loyal customer,” one leader said. They want owners to orient themselves and get to know their listeners.

**Charuha & Kigaga Salaam Club (Listener Clubs)**

Here there was little we could gather because KCR signal does not reach this area. We were, however, warmly welcomed by the members of the two groups. A welcome poem was artistically presented/ sung and driven the following messages:

- Thanked ULD80 for supporting KCR
- Appreciated the education, information, sensitization and mobilization role KCR plays
- Acknowledged receiving signals when KCR was launched
- Expressed their frustration over the absence of signals- Felt they are ruled by Rwanda and Uganda
- Expressed the urgent need to restore KCR signal reception in the areas
- Agreed that they want to their voices and issues to be covered by KCR

### **Karukwanzi Primary School**

At Kwarukwanzi Primary School, we were warmly welcomed by both teachers and pupils of the school. They extremely appreciate the presence of KCR. The school has got about 200 pupils. Informed that through KCR:

- ✓ They are well informed of community and national issues
- ✓ They know much about their country than was ever before
- ✓ Their voices are heard through children programmes
- ✓ They commend KCR programme presenters particularly Mr. Ezra Lugakira who covers their community and the school in particular
- ✓ They commend ULD80 support
- ✓ Karukwanzi Promary School is a member of KCR
- ✓ They request a high powered Transmitter to mounted to improve on the reception quality

### **Nyamweza Magorofani Salaam Club**

It is comprised of 30 members. They listen to KCR programmes every day. Here KCR signal is well received. They have a reporter who covers contentious issues surrounding their community- the scarcity of water in the area- women have to walk 10 km to fetch water which is not clean and safe, poor infrastructure, lack of health facility (dispensary)- they have to walk 8 km to access health services in the nearby village. They want the reporter has been attached to the area to cover these issues extensively

to make their leader to take actions for improvement. The poem that was recited expressed their love and attachment to KCR. They said that because of KCR, they have been able to participate in many developmental activities such as cleaning up the environment, cleaning drainage systems, employing scientific agriculture methods, vaccinating their livestock, taking their children to school, understanding political issues such as constitutional review and national census. They also said that they are aware of gender issues because of **“Wanawake na Maendeleo”**- Women and Development programme aired by KCR.

#### **Areas of improvement:**

- Improve communication between community members and KCR
- Improve on the distribution of greeting cards (post cards)
- Retain good presenters- Improve their welfare
- Make KCR heard 24 hours

#### **DC Karagwe District, Ms. Darry I. Rwegasira**

She is thoroughly aware of the existence and the key role played by KCR. **“I am aware of radio Karagwe, I know is a community radio serving us and updating us on issues of community and national importance,”** she says. The DC confesses that she only listens to KCR for a specific issue. **“If there is an issue that needs my attention then I usually find time to listen to it and sometimes contributing to the ongoing debates,”** she added. Regarding KCR content and quality production, the DC commends efforts by producers and presenters. **“The presenters and producers are so far doing great job but I think they need to go beyond reportage. They need to investigate issues keenly thereby bringing in key informants and where necessary make use actualities and sound bites to add colour to their programmes,”** she said. She mentioned a massive failure by form four students as a big issue across administrative level and urged KCR to be part of stakeholders who are looking for solutions than spearheading or magnifying the problem. **“We need KCR to run discussions and assist in finding solutions to the problem from various sections of the society. We don’t want them to keep on blaming the government instead of being part of the solution,”** she urged. **“I also want KCR to refrain from being a pressure group sort of a tool. It has to be impartial and objective all the time,”** she cautioned.

Like her counterpart in Kyerwa, she confirmed that KCR has to a great extent help in facilitating their work and thus making them closer to the society. **“KCR helps us every day to pass on vital information to our people. District development reports are aired on KCR on a regular basis thus giving the people information and a fora to air their concerns, views and opinions on the same,”** she affirmed. The DC was also of the view that KCR catalytic role in spearheading development agendas in the District and surrounding communities. **“Girls and women are greatly empowered through ‘Wanawake na Maendeleo’ programme but we shall form a women caucus to push for more change and I think KCR shall be our key partner on this,”** she reiterated. On relationship, the DC said her office is accessible to

KCR and a copy of her daily schedule is usually shared to inform them and members of the community of her whereabouts.

**She wants to see the following improvements:**

- Provide tailor made training to both presenters and producers
- Use decent language in programmes
- Analysis of issues as opposed to accounts of what has happened

**Forum Sydy NGO**

**Community Knowledge and Information Centre**

**Mr. Atanes Evarist- District Programme Coordinator**

***“To me and my organization, KCR is our key partner in development. It forms a major part of our success because through it our work has reached many parts of our community and impacted positively on their lives. Our programmes are known widely and communities have been well mobilized to participate effectively on issues affecting their welfare,”*** he acknowledged. Mr. Evarist said KCR is part of his work and therefore he listens to it all the time especially 9. A.M O’clock when discussions on a specific topics are run on community issues such as “ Ijue Sheria” (Understand Law), “Citizens Rights”- This programme is sponsored by Forum Sydy and it aims at empowering citizens to participate effectively in debates both at national and community level.

***“Through this programme many people participated in the ongoing constitutional review- they were able to attend all the meetings and voiced their concerns that were taken on board by the Constitutional committee,”*** he confirmed.

The fact that Forum Sydy deals with issues of good governance and accountability they have been using KCR to empower community members on what local leaders ought to do, the importance of following and reading development reports, attending meetings and asking questions, exposing misdeeds such as nepotism, corruption and other vices. ***“We usually use Community Score Card and Public Expenditure Tracking System ‘PETS’ to detect and measure issues of good governance and accountability. We then use captured data to inform members of the community who in turn put into task leaders at all levels within the district administration,”*** he added. In addition Forum Sydy sponsors KCR reporters to courses offered by TCDC (formerly MSTCDC) on Social Accountability and Good Governance.

Regarding the quality of programmes, Mr. Evarist commends good work done by KCR adding that it has a wide range of programmes which touch on key issues such as youth, disabled, women, the girl child and adults (Wazee). ***“I am happy to disclose that Forum Sydy is leading other offices in the Lake Zone such as Magu and Ukerewe because of the presence of KCR,”*** he added.

Sydy and KCR have a very good working relationship.

### SAIDIA WAZEE KARAGWE (SAWAKA)- NGO

Project Coordinator: Mr. Livingstone Byekwaso

Executive Member: Mr. Clement Nshenenguzi

This NGO in Karagwe advocates for the rights of old people in Tanzania. It started in Karagwe district but now covers the whole of Tanzania thanks to Help Age International. It works to improve on policy for senior citizen, health insurance, Water and Sanitation and representation of senior citizen into key decision making bodies.

SAWAKA utilizes KCR to mobilise senior citizens (*Wazee*) to enlighten them on these rights. ***“During the constitutional review, we mobilized wazee in Karagwe and they were able to air their views on what they want in the envisaged new constitution,”*** Byekwaso said. In addition they also pay for programmes that are aired by KCR on *wazee* issues. SAWAKA leaders are also invited in various programmes to explain things or contribute to a particular debate. They have trained KCR reporters and others on issues affecting Senior Citizens. ***“Our relationship with KCR is harmonious. We understand their work and they understand ours, so we work as partners in development,”*** he added.

### KAYANGA WARD

**Mr. Nicholas Rubambura, Ward Executive Officer**

The leadership in this ward are aware of KCR and commends its work. ***“KCR helps us greatly. It airs our announcements on various developmental issues such cleaning the environment programme which we usually do on Thursday,”*** affirms Rubambura.

### NYAKANGA DDH (ELCT)

At this hospital we are met by Doctor In-charge, Dr. Andrew C. Cesari. The hospital is owned by the Evangelical Lutheran Church of Tanzania but run jointly with the government of Tanzania. ***“KCR is a channel to reckon in this area. Whenever there is an outbreak of communicable diseases such as cholera, meningitis, Ebola, typhoid and others, we usually pass on awareness and educative information to wananchi through it,”*** he said. Dr. Cesari also participates in health programmes aired by KCR whenever he is invited. ***“We have used KCR in our meetings, health campaigns and recently when we marked our 50 Anniversary,”*** he added. The District Designated Hospital is keen to continue its partnership with KCR in a health project dubbed ***“Eliminate Maternal Deaths in Karagwe.”*** ***“We are working on this and we shall engage KCR to mobilise resources to attain the desired goal,”*** he further said.

***“These are partners in service delivery. Right now we have a budget for media issues and so you can see KCR automatically is catered for,”*** confirmed Dr. Cesari.

KCR in this area is loud and clear.

Areas of improvement:

- Hire and retain qualified staff
- Improve on Radio programming

### **NYAKAYANJA VILLAGE**

**Village Chairman: Mr Benedictor Itagurana**

**Village Executive Officer: Mr. Nicholas Burukadi**

This is how they summed up their understanding of KCR. ***“This is a community radio. It helps us with announcements when cows get lost or thieves break into our bomaz (huts),”*** Burukadi said. And when they organized a campaign dubbed ***“Kapu la Mama”*** last year (Mothers Basket) they engaged radio Karagwe to raise awareness and mobilized community members and well wishers to contribute to this fundraising event. ***“We managed to raise 800,000 TZs (\$ 600) during the event partly because we engaged radio Karagwe. The DC herself contributed 200,000 TZs thanks again to Karagwe Community Radio,”*** he added. The monies were meant to build a health facility specifically for women and children at Nyakayanja Village. KCR is also commended for sensitizing community members against rabies and mob justice.

### **PAMBUZUKA LISTENERS CLUB**

It has 21 members. The majority of members are young stars who have decided to form this group to, among other things, update themselves on community issues and also participate in discussions and debates aimed at sharpening their skills and knowledge. ***“We learn a lot through this radio. Through various programmes we are aware of the challenges facing the youth- issues of unemployment, reproductive health, entrepreneurship, youth participation in politics, education and agriculture,”*** they said.

They are keen on the following programme by KCR- *News Bulletin, Sports, News with a Light Touch, The Big Tune and Mshikemshike*. They want better presenters to be retained and motivated.

### **KARAGWE DISTRICT VOCATIONAL TRAINING CENTRE (KDVTC)**

**Principal, Mr. Thomas Paschal**

Students at this Vocational Training Centre learn a range of vocational skills such as Electronics. The students who complete this course after two years of lectures and field work they are awarded a Basic Certificate in Electronics Level 2 (CBET). Looking at their curriculum, a major part of what would make a

radio technician is missing. Students only learn how to repair minor faults mainly focusing on wiring. It goes without asking that their level of training cannot enable them to handle major radio faults or breakdown. The Centre lack funds to monitor students during fieldwork thus a possibility of students not attending field work as required.

*3<sup>rd</sup> Year: 5 students, 1 Girl*

*1<sup>st</sup> Year: 9 students, 3 Girls.*

### **Important:**

- Design a course on Radio Transmission Technical Repair or Maintenance
- Get hold of Mr. Chris Jensen from Denmark to train would be Radio Technicians at KCR

### **Employees at KCR**

A general feeling is that they are not motivated. They are aware KCR is a community radio thus commitment and passion is needed. They are not aware of set of objectives except KCR being a community radio.

- ✓ They have copies of Work Guidelines but no discussion on them
- ✓ They see Work Guidelines as tool for punishment as opposed to facilitation
- ✓ Ethical standards are not displayed although some are aware of them
- ✓ No in-house policy in place
- ✓ Get good cooperation from local leaders

### **Areas for improvement:**

- Procure Powerful Transmitter
- Procure Professional Mixer
- Procure 10 PC's
- Secure space for News room
- Secure space for Production

### **Station Manager**

-Established Marketing Unit in 2010

2010- Made 39 M TZs

2011- Made 60 M TZs

2012- Made 59 M TZs

2013- Targeting 78 M TZs

**Major Advertiser/ Sponsors**

- ✓ Vodacom TZ
- ✓ John Hopkins
- ✓ Forum Sydy
- ✓ LGA's
- ✓ Traders
- ✓ Individual Community Members

**Target Market**

- i) Corporates (Sponsorship)
- ii) Local Business Community
- iii) NGO's
- iv) Listeners
- v) Community Members

**Strategy to achieve set goals:**

- i) Promotions through quality programming
- ii) Networking and Partnerships

**Rates:**

- i) 15,000 TZs for Commercials for 60 seconds
- ii) 10,000 TZs for Ordinary Events
- iii) 5,000 TZs for small ads



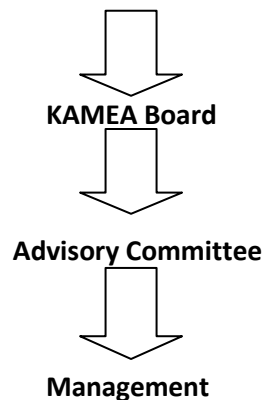
Secured a standby Generator powered by Solar Energy- courteous of- Lower Saxon Hanover German "GIZ" worth 59 M TZs.

### **KAMEA BOARD**

Karagwe Media Association (KAMEA) is comprised of strong hold 10 members. We met with Mr. Livingstone Byekwas who is the Secretary General, Mr. Clement Nshenenguzi who is an executive board member, Mr. Andrew Kazimoto who is the chairman of the Radio Advisory Committee, Mr. Omary Kyamahi- executive member and Mr. Sabby Rwazo- executive member. KAMEA decided to establish the Radio Advisory Committee to foresee the day to day running of KCR thereby giving direction and guidance.

KCR is run and managed in the following order:

#### **Annual General Meeting (AGM)**



As a Board they have implemented the following:

- ✓ Trained KCR staff on Media Law and Ethics
- ✓ Developed Code of Conduct
- ✓ Drafted Radio Policy

KAMEA is extremely supportive of the Management and employees.

Challenges:

- ✓ Limited resources- both financial and HR

Success Stories:

- ✓ Establishment of KCR
- ✓ Trained 60% of staff
- ✓ Facilitates Business in Karagwe District and surrounding communities through advertisements
- ✓ Build good working relationship between local leaders and members of the community
- ✓ Wide Networking across section of the communities and key stakeholders
- ✓ 'A top of the mind' radio in Karagwe District (Number One Choice).