



EXTERNAL REVIEW OF TANZANIA MEDIA FUND PROGRAMME FINAL REPORT

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10TH FEBRUARY 2011

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ABBREVIATIONS AND ACRONYMS

AJAAT	Association of Journalist Against Aids in Tanzania
DTV	Dar es Salaam Television
HIV/AIDS	Human Immuno Virus/Acquired Immuno-Deficiency Syndrome
IJ	Investigative Journalism
KFI	Kilimanjaro Film Institute
MCT	Media Council of Tanzania
MISA	Media Institute of Southern Africa
MISA-TAN	Media Institute of Southern Africa--Tanzania Chapter
NGO	Non-Governmental Organisation
PIJ	Public Interest Journalism
PIP	Project Implementation Plan
SDC	Swiss Development Cooperation
TAMWA	Tanzania Media Women Association
TBC	Tanzania Broadcasting Corporation
TCRA	Tanzania Communications Regulatory Authority
TMF	Tanzania Media Fund
TShss	Tanzania Shillings
TV	Television
USD	United States Dollars
UTPC	Union of Tanzania Press Clubs

EXECUTIVE SUMMARY

External Review of the TMF Programme

Tanzania Media Fund (TMF) was established to promote independent, diverse and vibrant media in Tanzania by enabling investigative and public-interest journalism that is in-depth and of importance to ordinary people. TMF believes that independent media is the lifeblood of a free and democratic society.

This review presents an assessment, by External Reviewers, of the pilot phase of the TMF Programme, including the strategy, the evolution and adaptation of the lessons learned and finally recommendations to move TMF forward to the Strategic Plan 2011-2016.

Media Landscape and Perceptions

Tanzania has seen advances in the media landscape in the growth of all forms of media yet whilst there has been a proliferation of new media outlets in print, radio, television and a growth in the internet community, there has not been a correspondent rise in the quality of journalistic output. One of the key missions of TMF is to help remedy this situation by enabling IJ and PIJ and contributing significantly to quality, diversity and independence in the Tanzanian media.

In the relatively short life of TMF, in terms perceptions, the Fund has been widely acclaimed by the media community, a fact illustrated by the 644 applications for grants of which 295 applications have been approved and granted.

Programme Design

The Tanzania Media Fund (TMF) functions primarily as a grant making institution. The grant making mechanism is intended to be competitive, efficient, transparent and impartial. Explicit criteria are applied to assess grant applications and thus provide an impartial final decision-making award procedure.

Applications are evaluated using an integrated Management Information System utilizing a tailor-made software (*Relax*). From discussions with TMF Staff, to increase efficiency, changes are necessary, especially in order to remove the necessity of inputting information/data more than once.

The TMF mentoring approach has been commended by all the stakeholders interviewed. The uniqueness of the scheme is the concentration on 'enabling learners to learn' and develop the skills of effective journalism in a practical way. This is unique in the Tanzanian media and suggestions for expanding it are contained in this report.

In terms of courses and training, the TMF mapping exercise revealed a need among media professionals for ongoing training in basic journalism skills.

Outputs and Outcomes

The journalism produced by the TMF process has resulted in hundreds of instances of small and larger effects. But for some TMF supported grantees it is harder to measure the impact. Instances of both are discussed below.

It is more difficult to assess longer term impact. TMF has trained, mentored and empowered hundreds of, mostly younger, journalists. *"We need to grow this crop and let them go to work"*, as one mentor has declared.

Target Areas

Noteworthy progress has been made regarding TMF target areas. TMF grantees covered hundreds of stories about rural areas, which has illustrated the compelling nature of many issues which have been largely neglected by the media houses and mainstream broadcasters. HIV/AIDs issues have been covered through the specific people and community who live with the disease. Voices that are mostly ignored in favour of experts, public officials and politicians were able to speak for themselves. And a wide variety of difficult social and economic issues have been explored, many for the first time in the Tanzanian media. The unequal gender balance in journalism, another target area, is being addressed by TMF, but the structural challenges make this issue one where progress must be monitored over a period of years.

Management Structure

The current organisational structure reflects the desire to keep the programme team lean, focused and efficient. The team's institutional expertise and carefully selected personnel reflect the complement of skills necessary for the successful execution of TMFs programmes and projects. Interviewees commend the fund for a relatively fast decision-making and communication system.

The Steering Committee is effectively dormant, as at the time of the review, it had not met for over 10 months. The consultants have recommended review of the roles of this committee and rationalizations with those of the Board of Directors.

Budget Provisions

It is commendable that the Programme budget design provides for 80% of the funds and efforts going into Grant giving activities. This should continue. The experience in many projects/NGOs is the disproportionate allocation of resources for administrative expenses, in some cases reaching 60% of the budget!

Implementation Plan, Monitoring and Evaluation

The current operational activities are guided by the **Programme Implementation Plan (PIP)** which serves as an important reference document for TMF supported activities. Implementation of programme activities

has followed the plan closely, save for changes relating to governance and management, re-categorisation of some grant types and removal of some intermediate application process steps to speed up the approval process

Recommendations

This section offers a series of recommendations for adjustments, improvements on programme design and organization, future objectives and plans for implementation.

The key recommendations are that:

- The ongoing strategy of talking directly to radio managers continue and be expanded to other community radio stations that have not yet attended Outreach visits.
- Encouraging responsible IJ and PIJ in mass-circulation papers tabloid newspapers
- Responsibilities of some TMF staff should be reviewed, rationalized, harmonized and, where appropriate, additional hands hired to alleviate overloading some staff members
- TMF provide journalists and organisations with information which will allow them to safely produce IJ and PIJ reports
- The consultants recommend that editors and media owners should be drawn into discussion on these issues by inviting them to discussions with TMF on a regular basis perhaps semi annually or quarterly for the purpose of learning about their editorial needs and thoughts about IJ/PIJ.
- A programme of Skills growth including Expanded Mentorship, Basic Skills training and Specialism to be part of a strategy for professional development, not *ad hoc*.
- The roles of the Board and Steering Committee should be reviewed and rationalized during the remaining period of the Pilot Phase of the TMF Programme to avoid duplication of responsibilities.
- TMF should consider awards prizes for journalists and institutions who are grantees.
- Towards sustaining and the international dimension there is enormous talent within TMF that is marketable both regionally and internationally. TMF can act as a clearing agency for print, radio and television stories that could be marketed outside of Tanzania.
- It is recommended that a review of the Strategic Partners be undertaken to ensure that resources and networks are examined and shared as much as possible. New Strategic Partners can and should be added on a regular basis

1.0 INTRODUCTION AND OVERVIEW

1.1 EXTERNAL REVIEW AND OBJECTIVES

The purpose of this review is to assess the current Tanzanian Media Fund strategy, the organisational set-up and the programme's progress and achievements, and being a pilot project, the programme's evolution and adaptation over time, based on lessons learned in order to derive recommendations to inform the strategic plan 2011-2016. The.

The pilot phase will be followed by a next phase of 4-5 years with a potentially higher financial volume, which will be based on a strategy that reflects key lessons of the pilot phase, the findings of the external review as well as any changed context.

The specific objectives of this review, per Terms of Reference (**Annex 1**) are to:

- Evaluate programme approach, strategy and performance with regard to the preparation and implementation of plans and achievement of immediate objectives (outcomes), problems and opportunities.
- Evaluate governance structure and managerial and organisational set-up with regard to its effectiveness and efficiency.
- Verify the continued relevance and scope of the TMF and identify necessary adjustments and recommend possible improvements on programme design and organisation, and on modification of objectives and plans for future implementation. And to make any other recommendations on how to improve it's performance.

1.2 DOCUMENTS REVIEW

The External Review Team studied and examined a wide variety of documents including: TMF Project Document, TMF Project Implementation Plan (PIP), TMF Annual Report January 2009-December 2009, TMF Semi Annual Report January-June 2010, initial outline of the Serengeti Advisers TMF Strategy 2011+ (*Zero Draft based on PIP, August 2010*), and Report on Consultancy to Increase Radio Applications (*by Wence Mushi*).

Other material examined from individuals and institutions that applied for TMF support included:

A wide selection of Proposal Applications for TMF Grants (successful, rejected and re-worked); mid-term and final reports about and by TMF Grantees; Notes of TMF Fellowship Sessions; a wide selection of articles written by grantees, photos from

photo-journalism grant, a selection of television films produced by grantees, mobile phone reports produced by grantees; various Outlines of Workshop sessions and Courses for Grantees.

Non-TMF documents examined included: MCT Mid-Term Review of the Programme Strategy 2008-2011, March 2010; various profiles of TMF Grantee Institutions and potential Grantees (i.e. Global Publishers Ltd); Society of Professional Journalists Code of Ethics; publications of investigative articles on Albinism in Tanzania.

The list of documents referenced appears as **Annex 2**.

1.3 INTERVIEWS

A wide selection of interviews and meetings with various stakeholders were conducted in Dar es Salaam, Mbeya, Iringa, Morogoro, Moshi, and Arusha.

These interviewed included:

TMF staff (6), Serengeti Advisors (2), Lead Donor & Donors (4), Mentors (6), Grant Selection Committee (2), Steering Committee (2), Institutional Grantees (11), Individual Grantees (12), Fellowships (3), Media Organisations (5), Media Professionals & Strategic Partners (6) and Marjan Besuijen of HIVOS.

The list of Interviewees met in the course of the review is included in **Annex 3**.

A summary of comments from interviews is included in **Annex 5**.

1.4 VIDEO

In addition to conducting the interviews and group discussions, the consultants filmed a selection of 30 different individuals making comments in English; including: Mentors, Grant Selection Committee, Steering Committee, Individual and Institutional Grantees, Fellowship Grantees, Media Organisations and Media Professionals. The 28'37 minute video, edited by the consultants and Real2Reel has been delivered on DVD to the SDC office in Dar es Salaam.

2.0 MEDIA LANDSCAPE AND PERCEPTIONS

2.1 OVERVIEW

Tanzania has seen advances in the media landscape in the growth of all forms of media which has been thoroughly documented in previous TMF reports and the PIP. Yet whilst there has been a proliferation of new media outlets in print, radio, television and a growth in the internet community, there has not been a correspondent rise in the quality of journalistic output. One of the key missions of TMF is to help remedy this situation by enabling IJ and PIJ and contributing significantly to quality, diversity and independence in the Tanzanian media.

2.2 THE GOVERNMENT AND INFORMATION FREEDOM

There is a mixed landscape regarding press and information freedom. The 14th Amendment of the Constitution of Tanzania in 2005 provides that every person has the right to freedom of opinion and expression, freedom to receive and impart information, and the freedom to communicate without interference. Furthermore, the establishment of the Tanzania Communications

Regulatory Authority (TCRA) in 2003, as an independent body responsible for the licensing of media providers, was welcomed by the media. Finally, the government of Tanzania is publicly supportive of the development of the media sector and enhanced freedom of the press.

However, although the right to freedom of opinion and expression exists in law, the government still maintains the authority to intervene, through invoking other laws. There are a number of examples where individuals or newspapers have been affected in this way, apparently in the interests of national security.

So, in practical terms, there is not adequate protection for individual journalists and media houses. Although the Media Council of Tanzania (MCT) has been lobbying for new laws, there is no date set for discussions of these proposed laws. In the words of the Executive Secretary of the MCT, Kajubi Mukajanga when interviewed by the consultants:

"For the past four years we have been trying to engage with the government about a new media law drawn up by contributions from 11 organisations, 9 of them local and 2 international, from Article 19 and the Commonwealth. We gave our proposals to government two years ago about media freedom for a draft bill. But nothing has happened. We had further discussions asking why this has not come out. Nobody knows what the government has up their sleeve."

2.3 JOURNALISM TRAINING

The state of journalism training in Tanzania has been discussed in previous TMF documents, namely: the TMF Project Document January 2007; the TMF Project Implementation Plan, the TMF Annual report January 2009-December 2009, and most recently in detail in the TMF Strategy 2011 review so it does not need repetition here. Suffice it to say that the quality of journalism training in Tanzania has not been highly regarded in recent years.

Although journalism training has recently expanded at university, diploma and certificate level (see TMF Strategy 2011 from Serengeti Advisers), the quality of this training will be apparent in the next several years as the students now being trained in these programmes enter the media world. Meanwhile there are limited coaching and training programmes with some media houses and workshops delivered by organisations and NGOs on specific journalistic areas. The duration of some of these workshops can be as short as one day and often workshops have an extremely narrow focus.

Consequently, the general consensus concerning training among interviewees, is that existing journalism training is of variable quality and has not been coupled with practical experience, editorial nurturing and mentoring for many reasons, including a changed newsroom culture. Previous TMF reports, as mentioned above, also observed that the workshop culture of journalism training has not contributed significantly to increasing practical skills or knowledge.

Therefore this report addresses, in Part 9, The Way Ahead, suggestions to impart training to build a skilled capacity for journalists to conduct IJ and PIJ through increased mentorship and opportunities for journalistic specialism.

Meanwhile a general shortage of journalistic skills has had a profound effect on the media landscape. The BBC World Service Trust country report on Tanzania states that 63% of people in journalism have only short-course training qualifications. TMF research indicates fewer than 20% of journalists have university degrees.

2.4 CHALLENGES FOR PRINT MEDIA AND EDITORS

The challenges for the print media and the editors are substantial in both being able and willing to commission and publish investigative and public interest journalism.

Economics work against the Tanzanian press. Whereas in Kenya, a single newspaper like The Nation sells 250,000 copies a day and can depend on robust advertising revenue as well as sales to fund it, quality papers in Tanzania sell a maximum of 25,000 copies. In addition, the main advertiser in the press is the Tanzanian government who has, at times, withdrawn advertising and subsequent revenue as a reaction to unwelcome editorial content.

Another challenge is that the quality press is dominated by a handful of media houses and the state press. The media houses, because of their ownership, often have vested interests and editorial stances which can determine the content of their newspapers.

Notwithstanding these challenges, there are positive signs of more IJ and PIJ stories in the print media with several major investigations on corruption and other dishonesty. These included stories about the Bank of Tanzania and \$550m of stolen funds in the energy sectors. The official responses to these stories included prosecutions resulting in convictions of senior officials and the resignation of Prime Minister Lowassa.

Despite these positive changes, most journalists in media houses predominately report on-the-day stories. The small number of staff journalists means that editors are rarely able to allow them to spend days or weeks on investigations. Lack of funds and small budgets available to the editors further discourages them from releasing a journalist from the daily news desk to work on IJ or PIJ.

IJ and PIJ in Tanzania will always be affected by the media ownership – most have relationships with the government. And of course the abilities of the journalists are limited and must be enhanced. The structure of the newsrooms has changed and editors don't mentor anymore--they go for shortcuts. We used to routinely have courses from Thomson or Reuters in the old days.

William Lobulu, veteran journalist and Arusha Times editor

Other investigations published, with the exception of TMF supported stories, are sometimes undertaken by freelance journalists (confusingly known as correspondents) or journalists on retainer or by whistleblowers. However, the payment per article to freelancers or retainers is minimal and often does not cover the expenses of travel and research of an investigative story, much less produce a living wage. This usually discourages most journalists from undertaking IJ and PIJ. Editors have limited budgets to support these journalists.

Journalists wishing to cover stories outside of urban areas face serious logistical challenges; public transport in rural areas is difficult to non-existent, internet connection in rural areas is sporadic, the expense of a modem is beyond the means of most journalists and lack of electricity in most of the rural areas can inhibit use of laptops and mobile phones.

Setting aside logistical challenges, is the lack of public trust in journalists (documented in interviews in Appendix 2) and the reluctance of public officials to

speak to journalists. There are also safety and security issues that are discussed in the final section of this report.

Another concern is the modest wages paid to staff journalists which has resulted in some of the most competent and best educated journalists leaving the profession to work in better paid fields such as public relations. The many young journalists, with differing levels of training or experience but willing to accept modest wages, often replace the experienced journalists who do leave seeking better remuneration elsewhere.

Finally, in addition to the national press, there are two local newspapers in Arusha and Mwanza. Both of these papers, work within fairly narrow financial constraints with mostly freelance journalists which impacts on their ability to undertake IJ and PIJ.

2.5 TABLOID PRESS

The tabloid press in Tanzania differs from the so-called quality or broadsheet press in several significant ways: their driving force is largely economic and their allegiance is with the readers. And the readership of tabloid newspapers can be more than ten-fold higher than other papers. In addition, the tabloid press reaches a different and much larger readership.

For example: Global Publishers Ltd has seven publications: Ijumaa on Friday (40,000 sales), Ijumaa Wikienda on Monday (36,000 sales), Uwazi on Tuesday (35,000 sales), Amani on Thursday (35,000 sales), Championi –Monday, Wednesday & Friday (120,000 sales), Risasi on Wednesday & Saturday (40,000 sales). Global Publishers figures state that returns are under 10% and each newspaper is shared by an average of 5 people.

Titles in the Global Publishers Ltd stable have a track record of investigative and public interest journalism. These stories have included undercover investigations on prostitution and on illegal abortions. There are a number of conclusions to be drawn about the tabloid press which are discussed in the final section of this report.

2.6 BROADCAST

It has been established in previous TMF reports that the majority of Tanzanians receive their news through radio and television. There are more than 47 radio stations, which include many small community stations.

The output of most radio stations is music and entertainment with little journalism, but there are notable exceptions. One such example is Kili FM, based in Moshi, and an institutional TMF grantee is discussed below.

Radio Kili FM, which broadcasts to four regions in Tanzania, initiated a weekly programme called “Ahadi Hizi Ni Kweli?” – Are these Promises True? Following a workshop on Investigative Journalism, training 10 Kili FM journalists, in the six months to the October 2010 general elections, the 2005 campaign promises of 20 MPs from different parties were researched and examined. Using a van bought with the TMF grant, journalists were able to “vox pop” local constituents, mainly in market places, about unfulfilled campaign promises from local MPs. The MPs were given a right of reply. However some the MPs were unwilling to speak to Kili FM. The journalists invested much time into tenaciously tracking down those MPs, eventually travelling to the Bunge in Dodoma. With the help of the Speaker of the House, the reluctant MPs were ordered to speak to the Kili FM journalists. The 33 programmes which resulted, from this simple and imaginative premise, were hugely popular and repeated three further times weekly after the initial broadcast. Following a 15 minute report, there was 45 minutes of audience discussion facilitated by a toll free number. Ten of the twenty MPs either chose not to stand again, were de-selected or lost their seats.

Some community radio stations concentrate on output geared to help their listeners. One example is a Maasi radio station Orkoronei Terat in Simanjiro which has reportedly had a profound educational impact on female genital mutilation, care of cattle and local education (not a TMF grantee). These are examples to pursue and some lessons drawn from these broadcasters are included in the recommendations at the end of this report.

There are 29 licensed television stations in Tanzania, 4 of which broadcast nationally, in addition to cable operators. Most of these stations are entertainment based and currently have a limited interest in investing in journalism.

Tanzania's largest broadcaster is TBC. The Director General and senior management have declared their vision to develop TBC news and current affairs into a public service broadcaster, although TBC still receives 40% of its revenue from the government. To this end, TBC is working closely with the BBC World Service Trust over a five year programme of journalism training and support called “A National Conversation: Promoting Accountability, Transparency and Participation through Partnership with Public Broadcasters in Africa.” Some results of this programme during the 2010 general elections were numerous news reports on issue-led coverage of the campaigns from dozens of regional reporters and debates with the leading presidential candidates.

As befits the goals of a public service broadcaster, TBC has broadcast the public interest features produced by one TMF grantee, Kilimanjaro Film Institute. By continuing along this path, TBC news and current affairs may have the effect of raising the bar for other broadcasters who, at present, do not have regional news and current affairs coverage.

2.7 WHAT THE MEDIA THINKS ABOUT TMF

TMF has been widely welcomed by journalists, editors and other organisations with a media element. Media houses have published IJ/PIJ written by TMF grantees. But in one instance, a TMF Fellow had difficulties getting his work published, possibly due to interference by a source, he speculated. The question remains whether media houses will have the financial or journalistic means to commission their own IJ/PIJ.

Within the media community there is the feeling that TMF is providing in-depth training and mentorship which few journalist have received and also encouraging accountability and transparency. Anecdotally, every individual and institution in the media whom the consultants interviewed wanted to apply for a first or a further TMF grant.

Yet there were some individual journalists who found the application process demanding despite the help by TMF staff. A number of interviewees commented on the improved application process, thanks to Outreach, over the past year, which required detailed focus on story content. Regarding working with TMF staff, there were only positive comments particularly about the availability and assistance from Ernest Sungura and the various Programme Managers.

In terms of visibility, TMF appears to be widely known across the Tanzania media landscape. This is not only because the TMF reputation has spread by the grantees, but because of the structured Outreach programmes and cooperation with regional Press Clubs. In the words of Ernest Sungura, Executive Manager:

"In our Outreach programmes we invite the local media, share our information and talk about how to apply. We explain the big picture and objectives and practice with the actual forms. We take them through the contract and link it with issues. We measure ourselves in that at least 50% of people make an application. We have now visited all regions except Coastal & Kilimanjaro & Dar i.e. 18 regions. We never have visited a region more than once. Then after new Strategic Plan we will go again to all regions from June 2011. We contact through the Press Clubs and remind them all of applications deadlines. We also visit radio stations, newspapers and have networking events for individual journalists. We ask them what they think of us, to gauge and think whether we can improve."

Below are selections of comments representative of the interviews held by the consultants. Further excerpts from the interviews are in the **Annex 5**.

- *"We have been very impressed—TMF are open and transparent"*
Arusha Press Club
- *"TMF is very straightforward, open and consistent. And they are helpful, whenever we made a mistake, they would ask us to add more information or a document. We felt that it was very systematic with an open and transparent process—so to us it was a big surprise because in most cases it is not normal in Tanzania where people come and offer us lunch (a bribe). We would definitely like to work with them again. They gave us quite a big challenge to think of a new way to upscale our project by adding value with gender & disabilities that need media attention."* Flame Tree Media Trust
- *"Initially when I sat on the committee at the start, we took everyone who had applied. It was a weakness: we took everyone that came, so no selection at the start. That has now changed."* Grant Selection Committee Member
- *"I question TMF funding to people like big media houses as this is a waste of time and they can afford it...TMF should invest in Community Media—this is important for IJ as local people are recipients of poor service. Invest more in community media because it can be measured and makes an impact. Simply giving individual grants are like firemen dealing with one fire."* William Lobulu, Arusha Times
- *"It's incredible and beyond compare. I know Tanzanian bureaucracy but working with TMF is good, talking to Ernest is very open and clear and we always can talk to them. It's easy & constructive. Very good communication and their structure works."* Kilimanjaro Film Institute

2.8 ROLE MODELS AND BROWN ENVELOPES

"Mike Sikawa was a dedicated journalist—but the nature of people's commitment has changed. Now it is a brown envelope culture—in the old days, the most we ever took was a ride onto the next story or back to the newsroom."

When the consultants asked about role models for journalists, that name of Mike Sikawa came up repeatedly when the consultants questioned interviewees. Sikawa, who started on the Daily News in the 1970's, and went on to become the iconic Tanzanian voice on the BBC Swahili service before his death several years ago, was one of a number of veteran journalists who have inspired young journalists. The TMF Mentors, from this same generation, are also held up as role models, and not only by their mentees. These veteran journalists had extensive training, often in

credible institutions, and were not part of the “brown envelopes” culture which is, unfortunately, now an everyday part of journalism.

The impact of the “brown envelope” culture on journalism has been significant. It has become standard practice to distribute brown envelopes containing cash for “expenses” to journalists covering a press conference, a launch or any event where news coverage is wanted by organisers. The amount of “expenses” can range from TShss 10,000 to TShss 70,000 according to interviewees. The ethical questions which this practice raises are obvious; as well as the undermining of journalistic motivations. However, as wages paid to journalists are modest, the brown envelope culture can present journalists with problematical and compromising situations.

The journalists supported by TMF, whom the consultants interviewed, universally stated their satisfaction in being freed from the “brown envelope culture” and being able to pursue a story for purely journalistic merits and to be mentored by a senior journalists who not only provided them with skills and analytical tools but also served as an inspiration.

3. THE TMF PROGRAMME DESIGN

3.1 GRANT MAKING MECHANISM

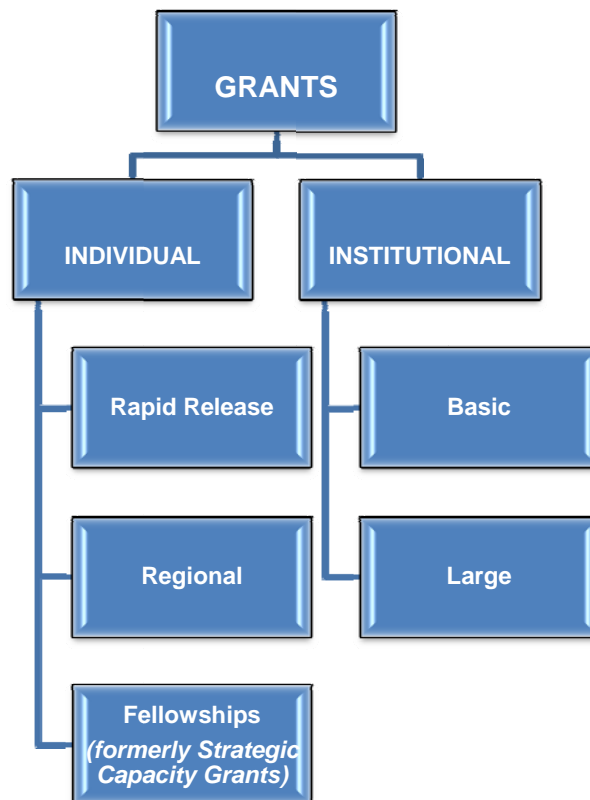
TMF functions primarily as a grant making institution. The grant making mechanism is intended to be competitive, efficient, transparent and impartial. Explicit criteria are applied to assess grant applications and thus provide an impartial final decision-making award procedure.

Applications are evaluated using an integrated Management Information System utilizing a tailor-made software (*Relax*). From discussions with TMF Staff, to increase efficiency, changes are necessary, especially in order to remove the necessity of inputting information/data more than once. Appropriate recommendations have been made in Chapter 9 of this report.

3.2 CURRENT PORTFOLIO OF GRANTS

Types and Categories

The types and categories of grants offered by TMF are depicted in the chart below:



Individual Grants

Individual grants are offered on a competitive basis and merit. There are two main individual grants categories: a) rapid release and b) regional grant.

Rapid Release grants are awarded up to a maximum of TShss 500,000 and are designed for journalists working on news stories that require coverage within a specific time frame. These grants are processed year round and within two weeks of application.

Regional grants are for individual journalists working on stories about rural issues and are for amounts up to TShss 1,000,000. Funding rounds are twice a year and grants are processed within eight weeks.

First hand accounts from journalists who have received Individual Grants and their experiences can be read in the Summary of Comments from Interviews in **Annex 5**.

The Fellowship Programme

The Fellowship Programme, which was introduced in 2010, replaced the *Strategic Capacity Grant* and is aimed at increasing the capacity of journalists to write in-depth stories on IJ and PIJ. Fellowships are granted to fewer than 6 journalists working in print and described as “mid-level” i.e. with a strong track record. Fellows are given a stipend as well as having their costs covered.

Fellowships are six month long, and as city based journalists, the Fellows have concentrated on rural reporting and experienced firsthand life in the rural areas. Therefore, significant time on the road is required. This intensive experience, backed up by mentoring, allowed the Fellows to produce well-researched reports from primary sources and identify other rural stories for the future. There has been a requirement for Fellows to blog twice a week, but after internal discussions in TMF, this requirement may be reduced to once a week due to issues of workload and internet access in rural areas.

First hand accounts from journalists who have received Fellowship Grants can be found at length in the Interviews in **Annex 5** and more notes on a TMF Fellowship Reflection Session in **Annex 6**.

The TMF Semi-Annual Report January to June 2010 states the Fellowship Grants have caused “some hostility from senior editors who believe their best professionals are being drawn away from them.” Sadly this have been the case in two instances: Fellow Salome Gregory had her contract with the Citizen terminated when she was not able to file three reports weekly for her newspaper in addition to the workload required as a Fellow and a blog. Fellow Erick Kabendera felt he had to resign from

his position as The Guardian when they would not grant leave for six months to accept the Fellowship. Their comments can be read in full in Annex 5. And this report addresses this issue in section 9.7 and suggests that the respective editors be drawn into the Fellowship process.

Other Interventions

Mobile Phone Reporting has also been introduced as a new initiative in line with TMF's vision of stimulating **"new media"** in Tanzania. Thus, there are four interventions by TMF targeted at individual journalists.

Institutional Grants

In addition to the Individual and Fellowship Grants, there are institutional grants to both build capacity of the organisation's ability to report, enhance efficiency and give voice to different groups.

There are two categories of institutional grants: basic grants worth up to TShss 60 million and large grants worth up to TShss 200 million. Institutional grants applications are received throughout the year. Applicants are now requested to submit a complete full proposal, unlike in the past when applications had to be submitted as concepts before gaining approval to proceed to the full proposal stage.

Interviews with ten Institutions who have received either basic grants or large grants can be read in **Annex 5**.

Grants Processed

To date, TMF has received and processed a total of 644 grant applications. The status is as follows:

- 📍 295 were approved and offered
- 📍 173 have been executed and satisfactorily completed
- 📍 122 are still under execution, comprising:
 - 96 ongoing, and within the timeframe agreed, and
 - 26 have passed the deadline (but work not submitted)

3.3 MENTORING

The TMF Mentorship Programme focuses on individual recipients of Regional Grants and Fellowship Grants, although on specific cases mentoring is provided for Rapid Release grantees as well. For institutional grantees, TMF customises mentorship programmes as appropriate.

Mentors provide support for grantees who experience difficulties with the field work and help grantees settle on a story angle after completing their field work. The mentorship is conducted either via face-to-face discussion or via email or phone.

The TMF mentoring approach has been commended by all the stakeholders interviewed. The uniqueness of the scheme is the concentration on 'enabling learners to learn' and develop the skills of effective journalism in a practical way.

3.4 SHORT COURSES

Although TMF's core approach to training/learning is not classroom-based instruction, a formal learning component is offered as well. The TMF mapping exercise revealed a need among media professionals for ongoing training in basic journalism skills.

The short courses curriculum focuses on web-based publishing, media production skills, investigative journalism and research, and other skills. Courses are open to all individual grantees on a voluntary basis.

In order to address this need, TMF has partnered with the Media Focus for Africa Foundation to conduct short courses. So far two (2) courses have been conducted, covering: Mentorship Programme and two-week Internship Programme.

4.0 OUTPUTS AND OUTCOMES

4.1 GENERAL PERFORMANCE

In the relatively short life of TMF, it has been widely acclaimed and welcomed by the media community, a fact illustrated by the 644 applications for grants, of which 295 have been approved and funded for implementation. The status is per box below:

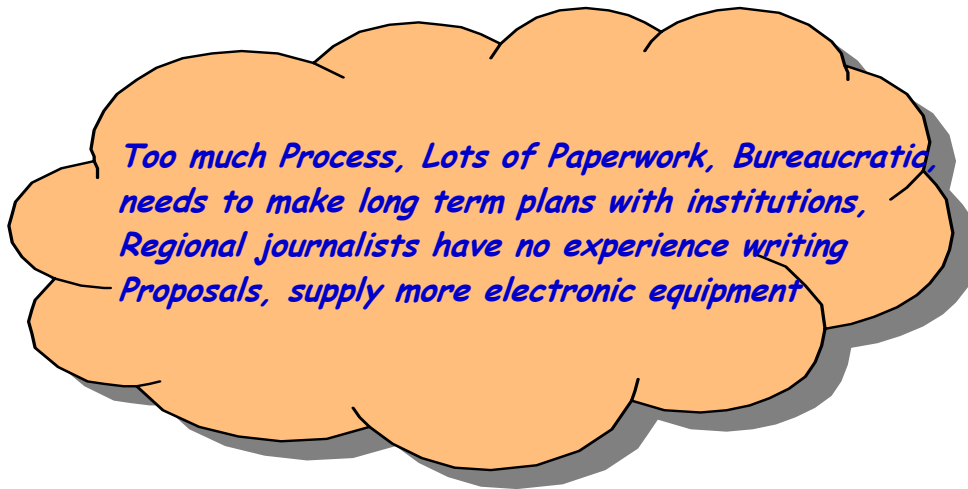
As of December 10, 2010: <i>For Institutional, Individual, Rapid Release and Strategic Grants (now changed to Fellowship Grants)</i>	
•	644 applications for grants received
	○ 295 applications for grants approved and funded
	○ 173 projects completed
	○ 96 projects are still in progress
	○ 22 projects have reached deadline, <i>but not yet submitted</i>

"TMF is one of the best things that has happened to the Tanzanian media landscape in this decade, now think a bit more about image building and governance. But engage more closely with editors and small and medium size publications. These things can be solved." MCT Executive Secretary, Kajubi Mkajanga

The Word Cloud from the TMF interviewees' comments provides a snapshot:



But also:



TMF records show that grants have been awarded to media practitioners in the following categories:

Up to December 2009: 80% Print, 11% Radio and 9% TV

Up to June 2010: 93% Print, 3% Radio and 4% TV

(Photojournalism is included in Print category)

The **Project Implementation Plan (PIP)** defines Outcomes thus:

- 1) To increase the quantity and quality of IJ and PIJ outputs
- 2) Increased capacity among journalists and media institutions in the field of IJ and PIJ

To address Point 1 of Outcomes from PIP:

There is no doubt that the TMF Grant process has significantly increased the volume of IJ and PIJ in Tanzania. All of the 173 individual grantees who have completed their grants, have produced several IJ/PIJ reports. In addition many of the grantees, both individual and institutions produce stories which they re-version for multiple media outlets. For example, many individual journalists not only published their stories in newspapers, but reworked the same stories for radio or television and in some cases for blogs.

"My articles were in Nipashe & Majira and Channel 10 (DTV) in October and then picked up on local radio."

Linus Kamafa, individual grantee, Moshi.

Three quarters of institutional grantees have multiple outlets: print and radio or radio and television and sometimes all three media. Finally, virtually all radio and television stories were repeated more than once and sometimes three or four times (as in the case of the 33 programmes produced by Kili FM, the multiple programmes

broadcast by Kilimanjaro Film Institute, the dozens of radio programmes by Tumaini, Radio Country, dozens of photos in various publications from Flame Tree Media Trust and so forth). Counting each article, broadcast brings a total of more than 2000 (two thousand) outputs in different media of IJ and PIJ stories which are produced through TMF grants.

To address Point 2 of Outcomes from PIP:

Increased capacity among journalists and media institutions in the field of IJ and PIJ has been substantial: virtually all grantee institutions have held courses in journalist craft skill and investigative craft skills. These courses have been tailored to their specific needs and covered topics specific to each project. For example, the course designed for Kili FM covered topics: Definition and concept of IJ, research methods, ethical conduct, understanding & identifying corruption, interviewing & vox pops, interviewing officials.

Capacity in individual grantees has been increased by the mentoring programme, short courses in some cases. And the Media Up Online Learning Programme has increased skill sets still further and can be viewed on the TMF website.

Tazama! is a TV news magazine focusing on rural news, produced by Kilimanjaro Film Institute and broadcast on TBC. A total of 52 short films have been broadcast and 13 radio programmes of 50 minutes each: a total of 6 and half hours of TV and nearly 11 hours of radio programmes. The topics have included maternal mortality, HIV/AIDs, unemployment, recycling, child labour, early marriage, the profile of a water filter maker, Arusha hip hop, widowed Maasai women, orphans and drug addiction. These programme are all produced by young people aged 17 to 24 trained by KFI. At the end of each broadcast, they request and receive feedback from the audience by email and SMS.

4.2 IMMEDIATE EFFECTS OF GRANTS

The journalism produced by the TMF process has resulted in hundreds of instances of small and larger effects i.e. from prompting a District Commissioner to unlock village toilets built with World Bank funds to contributing to the electoral defeat of MPs who did not deliver their campaign promises.

Although not all the IJ and PIJ stories produced can be directly linked to a result or reaction with some individual grantees, there is sometimes a gratifying direct correlation between a specific story published or broadcast and a reaction. Some examples follow:

Erick Kabendera, TMF Fellow, on the results of his article on maternal mortality in Kigoma, says: *“One of the health professionals in Kigoma told me he had received a call from the President who asked his advice on reducing maternal deaths after my*

article appeared. There were also letters in the Citizen Newspaper on the story and the Minister for Health was interviewed regarding the matter."

One investigation about a leading cash crop in Tanzania had an unusual result. Stanley Lyamuya, Individual Grantee from Moshi, researched the global crisis affecting the coffee market and asked why Tanzania depends on world market instead of the local market in The Business Times.

" There was much comment in Moshi, and Kilimanjaro Cooperative Union (KCU) has now opened a coffee bar on November 10."

And now the main coffee growing region in Tanzania can drink their local coffee!

Another of Lyamuya's investigations published in The African, concerned the closure of factories following the lifting of duties on imported sunflower oil. Press conferences were called by the factories subsequently, then local MPs became involved. The result was a new government budget was passed which waived VAT on extractors using local seeds.

TMF Fellow, Finnegan wa Simbaye, found his five month long investigation on illegal hardwood exploitation in Kilwa had wide ranging effects.

"When my story was published in the Daily News recently, I received a phone call from one of the locals who told me about their efforts to get the salaries they haven't received in a year. And the reaction from a town in Netherlands who had relations with the same company (in partnership with a Dutch firm) was an email thanking me and telling me they are translating my article for the Dutch press and also an investigation is being launched in the Netherlands in response to the story."

Simbeye now has a blog and is hoping to start a website on rural investigations.

But for other TMF supported grantees it is harder to measure the impact. For example, Tumaini Radio & Television produced a series of programmes, over one year, on HIV/AIDS awareness. During the period of broadcasts, the number of people volunteering to be tested for HIV/AIDs rose from 48,000 to 102,000. Despite the fact Tumaini broadcasts were repeatedly cited at the test clinics by patients, Tumaini staff point out that other charities and NGOs also have encouraged testing in the same time period.

Other impacts are more general, as mentor Jenerali Ulimwengu points out:

"TMF has filled in a gap in a very important way. The kind of support it gives journalists and media institutions. Nobody did anything like this before and it's helped a number of small institutions. My own institution has been a beneficiary. For example during electoral campaigns we were able to go just about

anywhere; we could provide transport and equipment, no way we could have done even 10% of that without TMF support."

4.3 FURTHER IMPACTS OF INDIVIDUAL GRANTS

It is worth pointing out that although in many cases it is easier to identify and even quantify the immediate outcomes of grants to institutions, grants to individuals-- whether Rapid Release, Strategic or Fellowships-- may well have equally profound and long reaching effects.

As will be discussed in later sections, Individual Grants are labour intensive and time consuming for TMF staff. And the largest proportion of TMF funds is granted to institutional projects. However, these statistics and figures do not convey certain qualities that were met time & time again while compiling this report: the profound and impressive level of commitment generated by the Individual Grantees.

Many of the individual grantees who were interviewed for this report felt that their lives—in addition to their livelihood as journalists—had been transformed by receiving TMF grants and having the support and feedback of the mentors. Many of these journalists have been working in difficult and badly paid situations, yet they persevered. When these journalists received TMF grants, their work ethic was, and is, phenomenal both in the long hours devoted to their IJ and PIJ stories and the sheer level of commitment. It was heartening to meet many of these journalists in our field trips and in Dar es Salaam; the kind of individuals who create change in society and generate inspiration and enthusiasm.

4.4 LONGER TERM IMPACT OF TMF

It is simply too early to assess the longer term impact of TMF in this, yet to be completed, pilot phase. As several interviewees have pointed out, TMF has trained, mentored and empowered hundreds of, mostly younger, journalists. *"We need to grow this crop and let them go to work"*, as one mentor has declared.

In addition to the grantees, who were already working as journalists, a new group has been recruited into the profession for the first time and given training and mentorship: over a hundred new photojournalists, broadcast and print journalists. Many of them have been launched professionally and are now working as journalists. Their careers, begun with some of the best training and guidance available, have only just started.

In the Project Implementation Plan, Impact is defined as when "The media becomes a critical player in fostering accountability in Tanzania" (section 6.4) The PIP goes on to state "Measuring these impacts will require a long-term commitment to

research that is national in scope.” And goes on to suggest TMF will seek partnership with other organisations to work on measurements and “will very likely include national surveys and/or focus group discussions”.

Finally, the section on Impacts in the PIP suggests tracking grantee outputs “that reach the limelight” and “the relevance and reach of the media outlets in which grantee outputs are published/broadcast.” This is addressed in this report by the highlighting of grantee outputs throughout the various sections. In addition, the accompanying video DVD allows the journalists and participants themselves to tell their stories: individual grantees, Fellowships and Institutional grantees.

4.5 MEASURING OUTCOMES

Challenges in Measurement of Outcomes

To measure the quantitative dimension of capacity building for journalists is a complex process and requires much detailed data –some of it is not available in Tanzania at present (as acknowledged in the PIP section 6.4). In order to produce such data for measuring outcomes of TMF work, a whole series of questions would have to be asked looking at systems, organizations, practitioners and the public. This is obviously outside of the scope of this review.

One challenge in measuring outcomes: currently it is not possible to accurately determine the numbers and sector of the audience who have read/heard/viewed each piece of investigative or public interest journalism. For the print media, there is a substantial difference between the number of papers or magazines printed and the numbers reading the papers or magazines. There is no accurate way to determine the size of radio and television audiences. The only accurate media statistic on audiences would be websites by means of a counter attached to individual pieces.

Issues in Measuring Outcomes

In order to build the data needed to measure Outcomes in journalism evaluations, there are a series of questions which are summarised below. Some questions could be included in future TMF analysis forms, but some are simply outside the scope of TMF, or indeed any but specialised media evaluations.

MEASURING IMPACT ON GOVERNMENT SYSTEMS:

- Does TMF-supported journalism have influence at government, business and policy level?
- Has freedom of information has become more accessible?

- Do public officials and politicians accept that the media has a key role in reporting accountability?
- Have new laws on press freedom and freedom of information been passed?

Regarding the first point, there is some limited evidence that TMF supported journalism has had an influence on some specific cases, some of which are highlighted in this report (a half dozen instances are mentioned in section 4.2 above). To determine if TMF supported journalism influenced anything more than these specific cases and would require

a) in-depth content analysis and b) interviews with government and policy makers and c) continued monitoring of specific cases.

There is no evidence that freedom of information has become more accessible, but to determine this accurately would require a systematic number of information requests in different areas to be made to different parts of the government. This has not been done by TMF and may be outside of the scope of the mandate.

Regarding attitudes of public officials and politicians; this would have to be determined by interviews rather than anecdotal information.

Finally, new laws have not yet been passed as discussed in Section 2 of this report.

MEASURING IMPACT ON MEDIA ORGANISATIONS:

- Has the TMF-supported journalism improved organisational practices?
- Are the editorial meetings changed in content or in quality?
- Has TMF-supported journalism encouraged changes in editorial guidelines?
- Has TMF-supported journalism changed attitudes of media owners?

Practices in some media organisations which have TMF grants have improved, such as the training and craft skill work in developing IJ and PIJ stories given to institutions. But there is no data whether practices improve in non-grantee organisations that may be influenced by IJ and PIJ in grantee organisations.

We have no data on editorial meetings or editorial guidelines.

Regarding changed attitudes of media owners: most of the media owners were not available for interviews. Further on this in 9.7. An exception being the case of Kili FM, with their striking success in their PIJ programme "Ahadi Hizi Ni Kweli", the owner declared himself hugely supportive of IJ and PIJ. Finally, the case of the seven tabloid publications of Global Publishers Ltd, who have not yet submitted an application to TMF: the owners have always been supportive of IJ and PIJ in their publications which they have also found has increased their circulation. See further on this point in **Section 9.4**. Also, the owner of the Arusha Times (who was

preparing a grant application) has been encouraged in seeking to include investigative journalism in his newspaper because of the example of TMF. (see Interviews in ***Annex 5***).

MEASURING IMPACT ON JOURNALIST PRACTITIONERS:

- Has TMF-supported journalism improved skills and attitudes for editors, media managers and journalists
- Is there increased recognition of the role of journalists from all sectors?
- Have editorial values changed because of the influence of TMF?
- Has the work of TMF led to establishment of Investigative desks in print or broadcast newsrooms

A measure of the quality of journalism can be judged in individual reports by what is often called craft skills including; the number and transparency of sources, balanced viewpoints, use of interviews, storytelling skills and depth of reporting. The TMF mentorship and training programmes have done much to accomplish a huge improvement in this quality, as described in other parts of this report.

Regarding increased recognition of the role of journalists: the data is still meager and anecdotal. It certainly appears, from the accounts of some TMF grantees that government and public officials are aware of the “negative power” of journalists in highlighting IJ and PIJ stories. And that individual communities and individuals directly affected by IJ and PIJ stories have a more defined view of the role of journalists in their specific cases.

We do not have the data to answer the questions changed editorial values in the wider media. We know of no Investigative Desks that have been established in newsrooms.

MEASURING IMPACT ON AUDIENCES:

- Has there been increased audience engagement with issues because of the TMF supported journalism?
- Do audiences trust the media and journalists more because of TMF supported journalism?
- Does the public consider the media as facilitating an open society?

In specific cases where feedback has been available, there appears to be increased audience engagement. For example, when toll-free phone calls were made available to the radio audience of Kili FM, there were many dozens of calls to the Ahadi Hizi Ni Kweli programmes. Other examples include are the dozens of SMSs received following the broadcasts of ‘Tazama’ on TBC. Individual grantees and Fellows have had phone calls and meetings with individuals regarding their journalism, but not in

a systematic manner. This must be balanced with the lack of methods to measure audience engagement.

Other than anecdotal examples, without surveys and focus groups, it is hard to determine audience's trust level and perception of the media facilitating an open society.

Finally, evaluations must always be aware of the lack of a "control" when assessing this kind data i.e. what would the journalism examined be like WITHOUT the input and intervention of TMF?

4.6 STRATEGIC PARTNERSHIPS

The Tanzania Media Fund has a number of strategic partners including the Media Institute of Southern Africa (MISA-TAN), Voices of Africa, Media Focus on Africa, the Union of Tanzanian Press Clubs, the Media Council of Tanzania, the Editors Forum and The David Astor Foundation. These strategic partners share a mission to improve and enhance the quality of journalism and represent the journalist community in different ways.

With strategic partner Voices of Africa, TMF has run a course on mobile phone reporting. The results of this can be viewed on the TMF website. Online and IJ training has been shared with Media Focus on Africa and knowledge sharing with the Forum of African Investigative Reporters. The David Astor Foundation chose one of their winners from among TMF Fellowship journalists. Other strategic partnerships have been concerned with sharing information, websites and discussing relevant media issues (as with MCT). TMF works with a high degree of autonomy under its own framework discussed in section 6 of this report.

Suggestions for more effective website linkage with strategic partners is discussed in Sections 9.1 and 9.2; and recommendations for a wider review and increased cooperation with Strategic Partners is discussed further in Section 9.13.

In 2009 TMF contracted MISA-TAN (Media Institute of Southern Africa – Tanzania Chapter) to provide a legal fact sheet but no other legal services have been utilized by journalists although they are aware of the services offered. There was to be an assessment of the value and future of this service in 2010 by TMF and this is still pending. This report offers comments about legal services in **section 9.6**.

5.0 TMF TARGET AREAS

5.1 OUTREACH

Noteworthy progress has been made regarding TMF target areas. TMF grantees covered hundreds of stories about rural areas, which has illustrated the compelling nature of many issues which have been largely neglected by the media houses and mainstream broadcasters. HIV/AIDs issues have been covered through the specific people and community who live with the disease. Voices that are mostly ignored in favour of experts, public officials and politicians were able to speak for themselves. And a wide variety of difficult social and economic issues have been explored, many for the first time in the Tanzanian media.

Finally, the unequal gender balance in journalism, another target area, is being addressed by TMF, but the structural challenges make this issue one where progress must be monitored over a period of years.

5.2 RURAL COVERAGE

TMF grants have succeeded in producing a significant increase in the amount of IJ and PIJ reporting in and about rural Tanzania.

Out of 295 TMF grants to institutions and individuals, 275 of these grants have been awarded to IJ/PIJ but in and about rural Tanzania. The vast majority of individual grantees and fellowships concentrated on rural based stories. Many of these journalists who are based in Dar es Salaam, had never before worked in rural areas and were exposed to a new environment, working conditions and gained an appreciation of issues affecting the majority of Tanzanians. And journalists based in the regions, were able to research and cover, previously overlooked or ignored, stories about their communities. For more remarks on working in rural areas from the TMF Fellows, see 'Notes from TMF Fellowship Reflection Session', **Appendix 6**.

The institutional grantees concentrated on a wide range of rural based stories, including: investigating child labour in the Iringa region, a television newsmagazine focusing on rural news in Arusha, rural voices in bio-fuels, giving a voice to small scale women miners, ensuring resource benefits for villagers around Iringa and photo journalism on schoolgirl pregnancies, deforestation, rural teachers' housing, water issues, domestic violence, fishing and rural dispensaries.

5.3 GENDER EQUALITY IN JOURNALISM

TMF has had a two- fold impact on gender equality; by both facilitating IJ/PIJ focusing on women's issues and training/mentoring women journalists.

Whilst 37% per cent of journalists in Tanzania are women, only 20% of the TMF individual grants have been awarded to women (up to December 2010). Of the current four Fellowships, only one of them is held by a woman.

It is worth considering some cultural and logistical factors about the number of women journalist and those applying for TMF grants. The newsrooms in the media houses foster a male culture that many female journalists report can be unhelpful and sometimes intimidating. There are, however, more women in the broadcast media both as journalists and in management.

A significant factor is that women are the primary care takers for children and family, which can mean that women journalists find extended upcountry travel for IJ/PIJ logistically complicated if not impossible. That said, a noteworthy case the TMF grants, were the regional trainees with the Flame Tree Media Trust.

Mwanzo Millinga of Flame Tree Media Trust on Gender Equality:

"In total we had 43 men and 21 women trainees. It was difficult to get women initially, but women are actually more accepted and trusted than men journalists in the community. Men are sometimes looked on as spies. Women are different from men—they practice more than men and produce stunning work—they follow instructions more than men and are keen on producing something perfect. Women are open and receptive to learning and suggestions. And good at remembering too."

5.4 HIV/AIDS AWARENESS

Out of the 295 TMF grants awarded up to December 2010, 21 of these were specifically on journalistic projects focusing on HIV/AIDS awareness issues. These ranged from large and small institutional grants to individual grants.

Grantees produced PIJ stories on HIV/AIDS awareness on television; short films and features by Kilimanjaro Film Institute; Tumaini and the Association of Journalist Against Aids in Tanzania (AJAAT), plus radio stories from two the above plus extensive print stories from both institutions and individual grants.

Testimony from a recipient of a large institutional **grant to strengthen community response against HIV/AIDs** (Tumaini Radio/Television: which covers 3 regions by TV coverage and 15 regions—about half of Tanzania -- by radio coverage):

" We wanted to create an HIV message and empower communities to respond. We tended to focus on prevention, correct information, access to voluntary testing &

counseling, promoting care & treatment and to address issues of care & treatment, and to encourage sufferers to take their medication. We talked to HIV positive people to know about different issues they maybe encountered stigmatization & vulnerable children. Our programmes came from people directly involved rather than experts. These are not just programmes for Catholics but for everyone and many are Muslim, even in Zanzibar. We get lots of feedback from there—we are not faith based."

5.5 DIVERSITY OF VOICES & POVERTY ISSUES

One of the striking aspects of the journalism facilitated by TMF has been the diversity of voices not usually heard in the Tanzanian media. This has been both because of the choice of stories by the grantees and the methods of telling those stories.

The news stories enabled by TMF have been largely rural stories, as opposed to the predominately urban based agenda of the Dar es Salaam based media houses and most national broadcasters.

The method of the IJ/PIJ stories has been to give a voice to primary sources, often to ordinary people affected by events rather than the more usual concentration of statements and interviews from politicians, public figures and experts. TMF funded journalists have been proud of speaking to Tanzanians, for print and broadcast, who are not normally interviewed: villagers, farmers, fishermen, vox popping market traders in the regions, HIV/AIDs sufferers, pregnant women, rural teachers, widows, workers, artisans, street entertainers, housewives, unemployed people, orphans, victims of domestic violence, children of drug addicts and more.

The TMF grantee photo journalism project also concentrated on portraits of ordinary people in everyday situations. These photos can be viewed on:
http://photojournalismtanzania.blogspot.com/2010_07_01_archive.html

6.0 TMF MANAGEMENT STRUCTURE

6.1 GOVERNANCE ARRANGEMENTS

(a) Current Structure

The current governance arrangements of TMF are based on the Project Implementation Plan (PIP) and have been adjusted during the pilot phase implementation, especially with the appointment of Serengeti Advisers to supply services of Head of TMF during the pilot phase. Thus the current structure consists of the following governance bodies:

- TMF Secretariat
- Hivos Tanzania
- Serengeti Advisers Limited
- Grant Selection Committee
- Basket Fund Committee
- Steering Committee
- Board of Directors

(b) Post Pilot Phase

It is planned that at the end of the Pilot Phase (May 2011), the Basket Fund Committee and Steering Committee will be merged to form the Board of Directors. TMF will then be an independent Tanzanian organisation with the following governance bodies:

- Board,
- Grant Selection Committee, and
- TMF Secretariat

6.2 ROLES AND RESPONSIBILITIES OF GOVERNANCE BODIES

i. The Secretariat

The secretariat is responsible for timely, transparent, and high-quality programme implementation leading to the achievement of TMF's objectives. The TMF secretariat advises the Grants Selection Committee and facilitates an efficient grant selection process. The secretariat reports to the Steering Committee as well as to Hivos Tanzania Board of Directors.

ii. Hivos Tanzania

Hivos Tanzania serves the Board in an advisory role.

At inception, it provided an institutional home to enable TMF to set up systems, procedures and policies and fully develop its programmes. It also availed its operational, financial and administrative systems and capacities to the Fund, while efforts were made to maintain the Fund's unique identity and purpose.

iii. Serengeti Advisers Limited

During the last year of the Pilot Phase of the programme, Serengeti Advisers Limited were engaged to take over management responsibility for TMF. The position of Executive Fund Manager (from Hivos) was converted to that of Head (*seconded from Serengeti Advisers*). The major responsibilities of Serengeti Advisers are:

- Strategic plan development
- Public relations
- Networking

The contract between Hivos and Serengeti Advisers ends in May 2011.

iv. Grant Selection Committee

The Grant Selection Committee is responsible for selecting institutional grant recipients and advising the secretariat on the individual grants.

v. Basket Fund Committee

The main role and purpose of the Basket Fund (Donor) Committee is to oversee the disbursement and coordination of funds and to standardise procedures related to these matters.

vi. Steering Committee

Currently, the steering committee serves as an advisory governance body supervising the strategic direction of the fund. The Secretariat reports to and advises the Steering Committee on strategic matters.

vii. Board of Directors

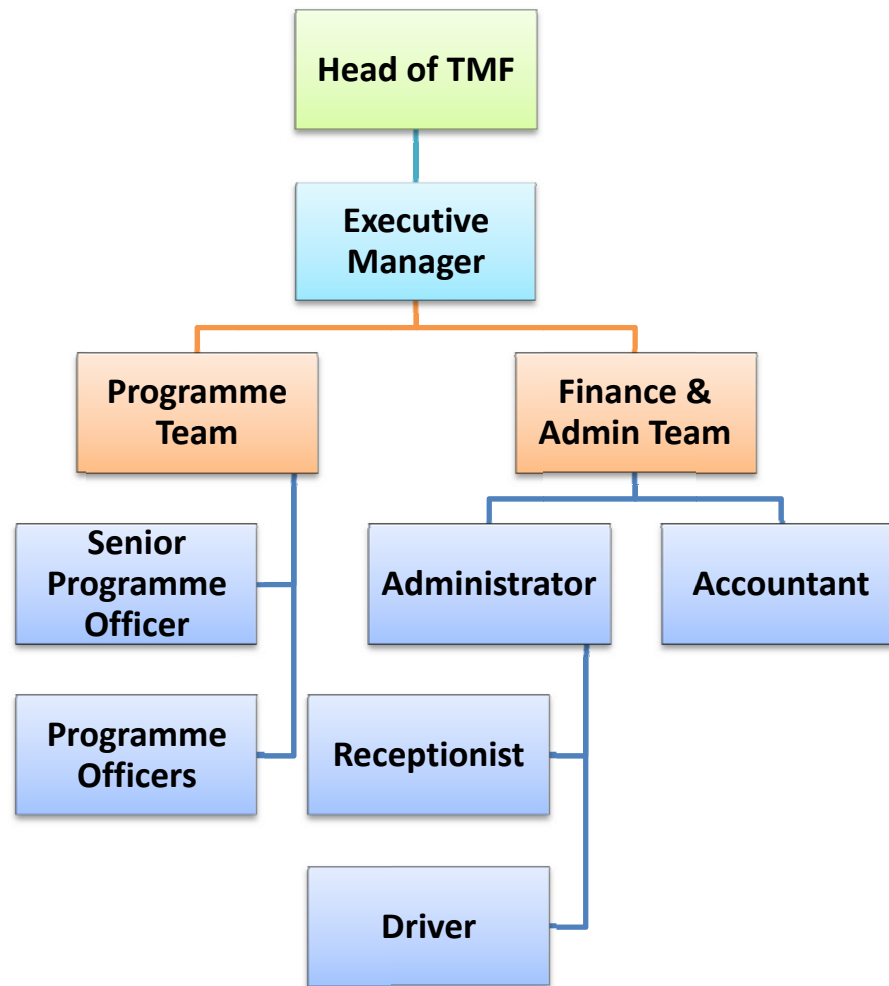
The Board of Directors has a strategic and financial responsibility for TMF. The Board of Directors approves the recruitment, appraisal and termination of senior management and professional staff. The TMF secretariat reports to the Board, and as stated before, Hivos Tanzania serves the Board in an advisory role.

6.3 ORGANISATIONAL STRUCTURE

TMF is run by a *two-person management team* with the Head as the overall in-charge of the programme and reports to Hivos in the Netherlands. An Executive Manager is in charge of operations and administration responsibilities and reports to the Head.

The TMF management team therefore comprises the Head, Executive Manager, Programme Manager, Learning Officer, Programme Officers, Communication Officer, Office Administrator, Accountant, Receptionist and Messenger/Driver.

The TMF Secretariat **Organisation Structure** is depicted in the following chart:



6.4 COMMENTS ON TMF STRUCTURE AND MANAGEMENT

(a) The TMF Secretariat

The current organisational structure reflects the desire to keep the programme team lean, focused and efficient. The team's institutional expertise and carefully selected personnel reflect the complement of skills necessary for the successful execution of TMFs programmes and projects. Observations and comments from interviewees endorse this view, and commend the fund for a relatively fast decision-making and communication system. The fears of some stakeholders were that the position of Executive Manager is overloaded, and means should be devised to ease the functions of the post. The consultants' observation was that the incumbent does not have senior officers reporting to him, and as such he is forced to do jobs that would otherwise be delegated to competent subordinates. Recommendations

to address this situation by reviewing the Organisation Structure have been included in **Section 9.10** of this report.

Overall, the Consultants found the working environment at the TMF offices very friendly and one of open-door policy, with ease of access by, and to, all officers with minimum formalities.

(b) Steering Committee

Although the Steering Committee exists as a recognized governance body, it has been effectively dormant, as it had not met for over 10 months, thus bringing to question the importance of its role, and especially when the Secretariat reports directly to the Board. On inquiring the reason for this situation, the consultants were informed the tenure of Steering Committee members expired in June 2010 and no re-appointments had been made by the date of the review.

The Steering Committee is intended to serve as an *advisory governance body* supervising the strategic direction of the Fund. The Consultants feel this is tantamount to duplicating the functions of the Board of Directors. Therefore the roles of these governing bodies should be reviewed and rationalized.

Suggestions to address concerns on the structure and management of the Fund have been given under recommendations, **Section 9.10**, herein.

(c) Roles of Hivos and Serengeti Advisers

The engagement of Serengeti Advisers in mid-2010 to take over the Fund management from Hivos was a progressive step in localizing the administration of TMF. The experience with this arrangement has been positive, and the officer fielded by Serengeti Advisers to take up the position of TMF Head has established good rapport with the rest of TMF Staff while getting the necessary back up from Serengeti Advisers office base.

Hivos successfully established the fund and continues to avail its international experience in running such institutions. Serengeti Advisers on the other hand have the national and regional experience in managing media outfits. Thus the involvement of both in TMF has been synergetic to date.

Although on the face of it, the duo management structure (and associated reporting arrangements between and amongst Hivos, TMF and Serengeti Advisers) has worked well to date, the consultants feel it should be reviewed in order to explicitly rationalize the reporting channels as recommended under **Section 9.10** of this report.

7.0 BUDGETING

7.1 BUDGET PROVISIONS

Tanzania Media Fund (TMF) manages a three-year budget of \$7.1 million USD. The programme design was that operational costs would represent approximately 20% of TMF's total budget. The remaining 80% is earmarked for grants and educational outreach. The main expenditure categories are:

- Grant Programmes; and
- Administrative Expenses:
 - for running TMF, and
 - for Hosting Agency

The Grant Programme category comprises individual grants, institutional grants, capacity building of grantees, purchasing of equipment and maintenance for grantees; grant management and coordination and other programme activities.

The category for administrative expenses comprises costs for TMF activities including salaries and associated benefits, office set up and running costs, staff training, travel, workshops, meetings, reporting, publicity, short term consultancies, steering committee, as well as monitoring and evaluation.

Hosting Agency expenses include those of the Hosting Agency experts at the Head Office, travel for HA resident staff plus an Administrative Fee of 3% on the HA experts expenses.

Budgeting is done for the relevant period approved by relevant authorities as agreed, and implemented in conformity with the approved account lines. The Budget Policy allows adjustments and/or transfer between accounts on explicit justification but this is limited to 10% of the original item budget.

7.2 BUDGETS SUMMARY ¹

The budgets and performance since start of the programme in June 2008 are summarised in the two tables below:

(a) BUDGET JUN 2008 – DEC 2009 (Currency Figures in USD)

VOTE	Budget	% Total	Actual	Variance
1.0 Grant Programmes	2,296,190	70%	1,828,441	20%
2.1 Administration: TMF	575,322	18%	508,384	12%
2.2 Administration: HA Services	367,776	11%	307,941	16%
TOTAL	3,239,288	99%	2,644,766	18%

¹ The Summary of *Budget Realization Reports* for Jun 2008 – Dec 2009 and Jan – Dec 2010 are in Annex 9 and Annex 10 respectively.

(b) BUDGET JAN – DEC 2010 (Currency Figures in USD)

VOTE	Budget	% Total	Actual	Variance
1.0 Grant Programmes	2,594,801	80%	2,704,301	-4%
2.1 Administration: TMF	443,623	14%	372,602	16%
2.2 Administration: HA Services	189,203	6%	282,105	-49%
TOTAL	3,277,627	100%	3,359,009	-4%

7.3 COMMENTS ON BUDGETING

The following comments can be made on budgeting:

- The most important observation, and commendable one, is that the Programme budget design provides for 80% of the funds and efforts going into Grant giving activities. The experience in many projects/NGOs is the disproportionate allocation of resources for administrative expenses, in some cases reaching 60% of the budget!
- Secondly, from the budget performance for the period June 2008 to December 2009 it is evident the managers of the Fund succeeded in staying within the budget: variances on actual were at most 20% *and positive*. Underspending is usual at the formative inception and pilot phases of a programme, when things are starting and everybody is learning and getting their 'bearings' right.
- Finally, the results for 2010 were more to the target, except apparent underprovision for the Administration HA Services expenses as some expenditure items were inadvertently not included during the budgeting stage.

8.0 PLANNING, MONITORING AND EVALUATION

8.1 PLANNING

The **Tanzania Media Fund (TMF)** was established to promote independent, diverse and vibrant media in Tanzania by enabling investigative and public-interest journalism that is in-depth and of importance to ordinary people.

The TMF programme started in June, 2008 as a six-month inception phase to December 2008 when the current pilot phase commenced. To date, TMF has established the necessary infrastructure, recruited staff and put in place operational procedures for managing grants.

The current operational activities are guided by the **Programme Implementation Plan (PIP)** for the period January 2009 to December 2011. The PIP serves as an important reference document for TMF and its stakeholders in the course of carrying out the various activities for promoting and carrying out IJ and PIJ stories, and include a Workplan and Budget for the plan period. The PIP incorporates lessons learned in the course of implementing the Inception Phase of the TMF programme, and improves on the original Project Document of 2007.

Save for adjustments informed by prevailing circumstances, to date implementation of programme activities has followed the plan closely. Noteworthy changes relate to governance and management (*e.g. engagement of Serengeti Advisers as Fund Head*), re-categorisation of some grant types (*e.g. Strategic to Fellowship*) and removal of some intermediate application process steps (*in the case of institutional grants*) to speed up the approval process.

8.2 MONITORING AND EVALUATION FRAMEWORK

(a) Logframe Analysis

The original TMF Project Document of 2007 had envisaged an M&E system employing the conventional Log Frame Analysis (LFA) approach comprising the key components of Intervention Logic, Objectively Verifiable Indicators, Means of Verification, Outputs, Outcomes and Impacts. In the PIP however, the strict LFA approach was not adopted for TMF's M&E, and a direct assessment of Outputs, Outcomes and Impacts was undertaken, and has been complied with in the preparation of the Semi-Annual and Annual Activity Reports.

The PIP document describes TMF's monitoring and evaluation (M&E) system and how it would facilitate measurement of outputs, outcomes and impacts and includes a summary of indicators and targets.

TMF's results assessment framework for the M&E system has three objectives:

- To ensure TMF functions with accountability and transparency.

- To measure the effectiveness and impact of TMF as precisely as possible.
- To contribute to continuous learning for both grantees and TMF itself.

For each of the main project objectives, TMF is expected to establish:

- What to be monitored;
- How the monitoring is to take place;
- The timing and period for the monitoring;
- Who will do the monitoring; and
- How the information will be made available/used.

(b) Main Goals of the M&E System

The following are the main goals of the M&E System:

(i) Outputs

- Establish grant making mechanism through which a target number of journalists and media institutions are funded to conduct PIJ and IJ.
- Establish learning programme (Media Up) in which a target number of journalists and media institutions participate.
- Establish Tanzania Media Fund as a nationally recognised, Tanzanian-owned organisation.

(ii) Outcomes

- To increase the quantity and quality of IJ and PIJ outputs.
- Increased capacity among journalists and media institutions in the fields of IJ and PIJ.

(iii) Impacts

- The media becomes a critical player in fostering accountability in Tanzania.

(c) Summary of the TMF Assessment Framework

i. OUTPUTS

Output 1: *Establish grant making mechanisms through which at least a target number of journalists and media institutions are funded to conduct PIJ and IJ*

For this output, TMF will measure the actual number of grants disbursed in a year and compare it to the targets. In addition, TMF will collect and aggregate basic information about the grants disbursed: grant types, number of grants per language (English or Swahili), publishing results, grantee gender, etc.

Output 2: establish learning programme (media up) in which at least x journalist and x media institutions participate.

While Media Up will be mandatory for TMF grantees, it was realised that this requirement would not guarantee 100% grantee participation. For this reason, it is necessary to track participation and use it as a way of assessing whether grantees are motivated to participate, or whether they are merely participating in order to receive funding.

Output 3: *Establish Tanzania Media Fund as a nationally recognised, Tanzanian-owned organisation.*

It was planned to monitor TMF's progress toward this objective on a process level. The process involved examining sustainability options in ways that are informed by the first-year experiences in grant disbursement, Media Up implementation, and general operations.

TMF Learning The monitoring and evaluation efforts described above will generate crucial data on TMF's programming and operational effectiveness. This information will allow TMF to change course and tweak procedures as necessary. In addition, this information will be shared with TMF stakeholders – including the Steering Committee and the Basket Fund Committee – as well as the general public.

ii. OUTCOMES

Outcome 1: *To increase the quantity and quality of IJ and PIJ outputs.*

The quantity of PIJ and IJ outputs is measured by the number of grants disbursed (*see Outputs, above*). During the Outcomes stage, however, the percentage of grants that lead to actual publishing/broadcasting was evaluated. An increase in the quantity of published outputs over time will likely correlate with an increase in the quality of outputs as well. In order to measure the quality of outputs, TMF would focus on topic significance, use of sources, the number of viewpoints reflected, and depth. These indicators will be used as framework during the monitoring activities. TMF would monitor changes in output quality in several ways:

- Media Up's peer review sessions
- Annual mentor review sessions
- Pre- and post-Media Up output comparisons
- Self assessment
- Follow up with journalist

TMF will collect data on audience reactions, media response to the output, etc. through the journalist themselves in the individual reports. TMF also wants to follow the journalist a bit long and revisit a sample of them (through phone) to gather information on changes occurred that can be attributed to the TMF work.

Outcome 2: Increased capacity among journalists and media institutions in the fields of IJ and PIJ.

To facilitate monitoring efforts for this outcome, TMF will focus on three basic sets of journalistic skills: planning; news gathering; and news editing.

Individual Journalists

TMF will use a self-assessment framework for measuring changes in individual journalists' capacity.

There are two moments in the TMF process that self-assessment will take place.

- During completion of the final report, and
- At the Media Up post-story sessions

In each case, grantees will have an opportunity to describe the skills and knowledge they have gained over the course of the project and the learning sessions. Mentors will also observe and describe changes in individual journalists' capacity. TMF will get an indirect indication of changes in individual grantees' capacity through the sample research described above. Finally, TMF will aggregate the data from individual reports and use the peer-review session reports in order to generate overall observations. **Media Institutions** For institutional grantees, we will conduct measurements via a combination of self-assessments and mentor-reported changes.

iii. IMPACT

Impact 1: *The media becomes a critical player in fostering accountability in Tanzania.*

The final stage of the results assessment framework will involve collecting information/data on media behaviour as a force for accountability in Tanzania. Measuring these impacts will require a long-term commitment to research that is national in scope. For this reason, TMF will seek partnership(s) with other organisations working on these issues. Measurement methodology will be developed in partnership with the strategic partner, but will very likely include national surveys and/or focus group discussions.

(d) Outputs, Outcomes and Impacts

Guided by the Assessment Framework outlined under **Section 8.2 (c)** above, highlights of TMF's interventions summarizing outputs, outcomes and impacts are prepared and presented to stakeholders after the compilation and adoption of the Annual Reports. The same have been presented in **Chapter 4** of this report in narrative form.

The Review Consultants were availed a copy of the Presentation Highlights for 2009, and the *Draft Annual Report for 2010* indicating inclusion of the

elements under consideration. Further, Semi-Annual and Annual Activity Reports were reviewed by the consultants as listed in **Annex 2** of this report.

8.3 REPORTING

TMF has committed to the following reporting schedule, and has complied as shown:

Type of Report	Period covered	Deadline	Remarks
An inception phase activity and financial report	Jun-Dec 2008	31-Mar 2009	Completed and submitted
A semi-annual activity and financial report	Jan-Jun 2009	30-Sep 2009	Completed and submitted
Annual activity and audited financial report	Jan-Dec 2009	31-Mar 2010	Completed and submitted
A semi-annual activity and financial report	Jan-Jun 2010	30-Sep 2010	Completed and submitted
Annual activity and audited financial report	Jan-Dec 2010	31-Mar 2011	Draft submitted, comments awaited
A completion report and final audited financial report	Jun 2008 – Dec 2011	31-Aug 2011

8.4 MONITORING, EVALUATION AND REPORTING

As stated under **Section 8.2** above, the TMF Secretariat has implemented the agreed M&E System and, in addition, per **Section 8.3** above, it has complied with the reporting requirements to its stakeholders, by way of submission of Semi-Annual and Annual Activity and Audited Financial Reports. On the other hand, the project activities of Grantees are monitored and evaluated closely through the grants contracting requirements: these being conditionalities at the application consideration stage. All in all therefore TMF's performance on M&E as well as reporting has been satisfactory.

9.0 RECOMMENDATIONS

9.1 OVERVIEW

This section offers a series of recommendations for adjustments, improvements on programme design and organization, future objectives and plans for implementation.

9.2 TMF WEBSITE FOR VISIBILITY AND REPORTING

The function of a website is to be a showcase and provide the best accessible visibility; to be inviting and attractive to view, to be easy to navigate, to contain compelling material and to be up kept to date. Websites for and by journalists have an even greater need to deliver these components to reflect the timeliness of the reports.

The TMF website was envisioned in the Project Implementation Plan to be “an important aspect of TMF’s communication strategy.” And the website has tremendous potential as a source of Investigative and Public Interest Journalism both inside and outside of Tanzania. But at present it is difficult and confusing to navigate, is not always current in all materials and does not fully provide a range of tools for TMF grantees or potential grantees. At present some material is not added on a regular basis i.e. references to applications have not been updated since April 2010, and the Links page is used as a catch-all. But happily, re-designing a website is a straightforward task and can have tremendous impact.

A re-designed TMF website can also serve as a showcase for Donors who would be able to check in regularly to see the journalism which TMF is supporting in all the different media.

Another tool for reporting to the Donors, strategic partners and to be posted on the website, would be a monthly Newsletter highlighting the best of journalism produced by TMF grantees. This could also include brief comments or an interview from several of the journalists or parties affected by a news story.

A re-designed TMF website could be flagged up to international news and media organizations. This will help facilitate recommendations discussed in Sustainability.

Hence, the consultants recommend further investment into the website and possibly another staff member, possibly part time, to input and maintain the website along the lines discussed below. The website should be able to accessed and updated entirely from Tanzania. This needs to be facilitated.

A further recommendation is to re-launch the newly re-jigged, updated, resource and content filled website in an appropriate manner to be decided by TMF; possibly including a press release, a press conference, electronic press releases to appropriate organizations and persons regionally and internationally.

The TMF website content should be available, to greatest possible extent, in both English and Swahili.

The TMF website, at present, needs a re-design and dedicated resources to be a platform which reflects:

- a) The mission and work of TMF
- b) The application process and up to date applications & grants
- c) Articles, films, radio reports, mobile phone reports and photojournalism reports of the grantees
- d) A proper, working Search mechanism for the above so reports can be located by subject, journalist and date
- e) Blogs by the Fellows
- f) A blog by the TMF staff
- g) Useful links for working journalists specifically journalist resources on safety, legal rights, and human rights whether TMF grantees or other Tanzanian and international journalists
- h) Strategic Partners should be asked to add TMF to their Link page
- i) Regional journalist broadcasters and media should be added
- j) Home Page to be updated

Please refer to **Annex 7** for detailed suggestions on all these points.

Finally, Social Media sites such as *Facebook* could be used to increase visibility for TMF. Facebook is the most popular social networking site in East Africa and particularly popular with journalists worldwide. A TMF page should be set up, regularly updated with items about articles, blogs, video or radio reports by Grantees, Friend invitations sent out and a link to the TMF website displayed. This is simply following common practice with journalist websites internationally.

9.3 BALANCE OF RADIO, PRINT, TV, PHOTOJOURNALISM AND NEW MEDIA

The majority of Tanzanians receive their news via the broadcast media, predominately radio. The print media is largely urban and centered in Dar es Salaam with limited distributions in other towns and cities. And there are only two local newspapers: in Mwanza and Arusha.

Yet whilst print media is very limited, daily and weekly newspapers have a disproportionate amount of readership amongst opinion-makers, so there is a balance of grants

An analysis of the broadcast and print media shows that TMF grants have been awarded to:

- Up to December 2009: 80% Print 9% TV, 11% Radio
- Up to June 2010: 93% Print 3% Radio 4% TV

(Photojournalism is included in the Print category)

However, the vast majority of Tanzanians receive their news through the radio. This is an issue which has already been raised in the Semi-annual Report to June 2010 and addressed by the August 2010 report "Consultancy to Increase Radio Applications" by Wence Mushi. A target of 20% of radio by December 2010 was set.

To this end, the recent Outreach programmes have targeted more local radio stations in different regions. At present, 42 applications from radio stations have been received and 22 have been successful.

The consultants recommend that this ongoing strategy of talking directly to radio managers continue and be expanded to other community radio stations that have not yet attended Outreach visits.

Television grants are to be adjusted to the target of 10% by the end of December 2010 and more Outreach and Coaching is set to increase this figure.

Consequently, the category of grants to the print media has been set for a reduction to 70% of the total grants. The consultants recommend that the "tabloid press" be encouraged to seek TMF grants and be a significant part of these grants. Please see the following recommendation.

Regarding New Media (blogs, mobile phone reporting, crowd sourcing); the consultants recommend that development of broadband access be carefully monitored. Due to connectivity and power availability, new media will remain an urban medium for sometime. The Mobile Phone Reporting project has shown the potential for the future and will grow naturally as rapidly as access to new media does.

Meanwhile New Media should be considered a tool to be showcased on the TMF website for national and international consumption.

9.4 THE TABLOID PRESS

As described above in *sub-section 2.5* the tabloid press in Tanzania not only dwarfs the so-called quality press in circulation but undertakes investigative and public

interest journalism to a wide and diverse audience. As TMF Mentor Ayoub Rioba told the consultants:

"The tabloids already do IJ but the elite belittle them. For example: today there is a story about a man murdering his children and wife. The papers covered this but the tabloids went beyond this. They sent a journalist to the south of Tanzania and interviewed his neighbours and searched for his mental records. So there was a follow up which wasn't done by serious papers. They already do this to a certain extent and they could be encouraged to do more."

When the consultants met with Global Publishers Ltd, the editors stated that they had only been aware of TMF in the past several months and were unaware that they could apply for a grant.

We recommend that TMF follow up this contact with Global Publishers Ltd. and encourage an application. As can be seen from tabloids worldwide, it has been shown that investigative journalism about topics that affect readers, can increase circulation. And encouraging responsible IJ and PIJ in mass-circulation papers can contribute substantially to a vibrant media as well as a diversity of voices. And may well have the effect of encouraging other newspapers to undertake more IJ and PIJ.

9.5 TMF PROCEDURES AND STAFF

Grant making procedures at TMF are intended to be competitive, efficient, transparent and impartial using clearly defined criteria in assessing grant applications. Stakeholders interviewed appreciate the need to be thorough, but suggested streamlining the processes to shorten the time taken to approve applications:

- Internal systems and procedures for application processing should as far as possible minimize steps and avoid 'backtracking' of documents during the assessment process. Consultants were informed of a typical process that required up to nine (9) steps. This could surely be shortened.
- Software employed to automate assessment of grant applications should be efficient and should not require the re-entering data/information relating to applications more than once.
- Appropriate IT software should be installed and employed to ease communication and evaluation of grant applications without reverting to manual/hardcopy movements of documents.

On staff, the responsibilities of some TMF staff should be reviewed, rationalized, harmonized and, where appropriate, additional hands hired to alleviate overloading some staff members. Specifically this could start with the positions of Executive Manager and the Webmaster/Monitoring & Evaluation Officer.

9.6 THREATS TO JOURNALISTS: TRAINING IN SAFETY AND LEGAL ASPECTS

"There is no understanding of risk here. Women journalists in Kenya...always wear trainers & trousers after the 2007/2008 post election violence. Here, in Tanzania, they cover a rally in high heels and tight skirts. All journalists need hostile environment training.

Also journalists need knowledge of the subject, knowing what are your rights. Tanzanians in general don't know our rights, if you know the law, it makes you safe. Even the police will back off if you recite your rights to them. But journalists can be intimidated if you don't know the law and know your rights. For example, the procedure before you are arrested is not understood."

Vicky Ntetema, Mentor, member of Grant Selection Committee and journalist with firsthand experience of hostile environments and safety training.

The consultants recommend that TMF provide journalist and organizations with information which will allow them to safely produce IJ and PIJ reports. TMF has a duty of care towards their grantees. This may take the form of a workshop or a course run by TMF or in cooperation with another organization, such as MCT. As Vicky Ntetema points out, many journalists do not have a working knowledge of their legal rights, essential if they are to pursue many complex stories.

Journalists pursuing certain stories may need hostile environment training or detailed advice on specific situations which might be encountered. TMF may want to add a Risk Assessment element when assessing story proposals with the mentors.

Finally websites such as www.newssafety.org have further information and practical help on their links page.

9.7 EDITORS AND MEDIA OWNERS

Editors and Media Owners have a mixed track record in their support of journalists who want to carry out IJ and PIJ. There are a variety of reasons which are cited in previous sections of the report: limited budgets for investigations, not being able to release journalists from on-the-day reporting tasks and editorial agendas.

The consultants recommend that editors and media owners should be drawn into discussion on these issues by inviting them to discussions with TMF on a regular basis, perhaps semi annually or quarterly. The editors and/or media owners can be included in a workshop with a group drawn from members of the TMF staff, mentors and steering committee for the purpose of learning about their editorial needs and thoughts about IJ/PIJ.

Inviting editors and media owners into discussions with TMF could have number of positive effects; one might be a greater willingness to allow their journalists the time to spend on TMF grants. Two TMF Fellows have had to resign from their jobs with media houses due to lack of cooperation. Other issues to be discussed could include financial support for IJ/PIJ undertaken by their own journalists and more generous payments to freelance journalists. An inclusive process can only result in better communication and understanding and possibly even to real progress in more vibrant journalism.

9.8 SKILLS GROWTH: EXPANDED MENTORSHIP, SPECIALISM AND NEW MEDIA

Expanded Mentorship

TMF Grantees have repeatedly cited that working with the Mentors is one of the most enriching elements to their improved journalism and skills. And unlike most journalism training, mentorship is focused and practical. TMF should consider extending mentorship in the forms of further visits to grantees by mentors, in the field or a continued relationship with grantees when they leave TMF i.e. a post-TMF network. Practical ways to expand this skills transference and coaching should be explored in discussions with the Mentors.

Master Classes in Specialism

As many interviewees have commented, journalists pursuing IJ need to have the right tools to do so. The need for specialist knowledge is accepted as prerequisite for investigations on topics such as: corruption, good governance, climate change, capital flight, crime and drugs, accountability in infrastructure investment, manufacturing, medical and health stories and many others.

Master Classes presented by Specialist Journalists or professionals involved in these specific areas should be for chosen, experienced journalists organised by TMF management. These courses must be practical, for journalists who will be using these skills in their investigations, and not theoretical. Trainers and other professionals can be sourced within Tanzania and Kenya and should be specialist journalists who produce stories in that sector or professionals in that specific sector.

Reporting Skills

Many journalists have never had grounding in basic reporting: writing, interviewing & who to interview, primary vs secondary sources, fact research and checking and note taking.

New Media Seminars

At present, New Media in Tanzania is very limited and only available to a small audience. But, as can be observed elsewhere, New Media will grow in terms of

viewership and influence within Tanzania with improved internet access and broadband capability.

Therefore areas such as Mobile Phone Reporting, Blogging and Crowd Sourcing and Social Networking as a journalistic tool should be monitored and appropriate training offered when it is apparent that these skills can be used in a practical and not theoretical manner. These should take the form of Seminars for selected journalists who already have some experience in this area.

Finally, any training in New Media should be directly linked to incorporating these skills to the TMF website.

9.9 COURSES AND VALUE FOR MONEY

Courses should be part of a strategy for professional development, not *ad hoc*.

As discussed under **section 9.8**, courses should be decided upon and organised by TMF Management rather than contracting an outside organisation as has previously been the case. This should bring considerable savings on training costs.

TMF Management has the experience and expertise to decide which courses will contribute most to journalists and to source the appropriate trainers. In many cases, trainers for courses can be found among within Mentors, the Grant Selection Committee or the wider Tanzanian media community. In other instances, TMF management can source trainers from journalists in the Kenyan media.

Finally, choosing the right journalists, at the appropriate point in their career who will most benefit from any course, is as important as finding the right trainers.

9.10 GOVERNANCE AND MANAGEMENT

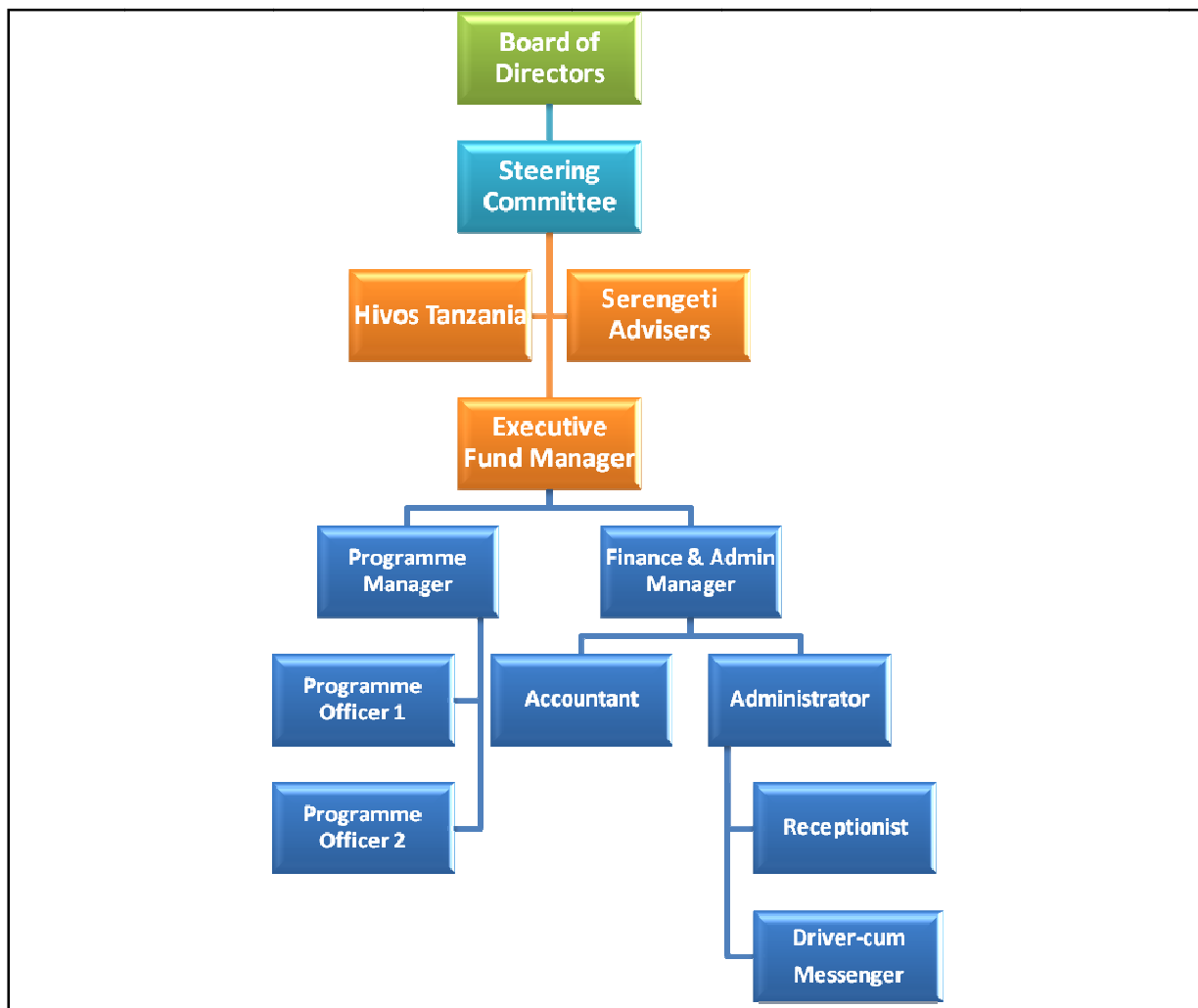
As commented in **Section 6.4** the current Organisation Structure is proposed to be revised to the version indicated below, to achieve the streamlining and rationalizing of roles of both staff as well as those of the various governance bodies. This is explained below:

- This revision will implicitly evaporate the problem of overloading of the Executive Manager, re-designated as *Executive Fund Manager*, assisted by competent managers, as direct subordinates.
- Serengeti Advisers not to be involved in the day-today activities of the Fund but to take an *advisory role* while continuing with their current responsibilities to TMF of:
 - Strategic development
 - Public relations

- Networking

However, under this dispensation, the consultants feel the Public Relations function should be taken up directly by the Executive Fund Manager.

Proposed Organogram:



- Finally, the respective roles of the Board and Steering Committee should be reviewed and rationalized during the remaining period of the Pilot Phase of the TMF Programme to avoid duplication of responsibilities. Thereafter the Steering Committee should be re-activated to play its designated role; as after the pilot phase, it is envisaged this Committee and the Basket Fund Committee will be merged to form the Board of Directors.

9.11 TMF AWARDS

TMF should consider awards prizes for journalists and institutions who are grantees. These can be simple awards, but ones that recognise and praise achievements. Categories can include: Most Improved Journalist, Greatest Impact Story, Best Young Journalist....and so on.

These awards can be useful in generating publicity and in showcasing good journalism. The prizes can be modest, for example bound notebooks for journalists in the field.

Simply, there are never enough prizes for journalists, and a few more can do nothing but encourage people and celebrate hard work. Awards, from an organisation with the prestige of TMF, will further add to the reputation of journalists and institutions who receive them and help create new role models.

9.12 SUSTAINABILITY: FUNDING SOURCES AND THE INTERNATIONAL DIMENSION

There is enormous talent within TMF that is marketable both regionally and internationally. TMF can act as a clearing agency for print, radio and television stories that could be marketed outside of Tanzania. The business acumen of Serengeti Advisers can be called upon.

For television and mobile phone reports, TMF should explore a partnership with the Nairobi based video website A24 Media. A24 offers a platform for reports on Africa to be showcased and sold to broadcasters in Africa and internationally. A24 Media (Africa 24) returns 60% of all revenue of all sales to the journalist. A24 Media is a partner with Al Jazeera, BBC Africa Business Reports and People TV.
www.a24media.com

A recommendation specifically for the photojournalism grantee are the marketing facilities offered by www.emphas.is. Emphas is the newly launched, widely publicised website for showcasing, distributing and selling photojournalism worldwide. This could be an excellent tool for the Flame Tree Media photojournalism grant and could possibly result in sales or assignments.

Finally, TMF has the ability to be a resource centre for regional and international journalists working in Tanzania. Journalists covering stories in Tanzania are always in need of contact with local journalists to do interviews and work as fixers and translators. These contacts can be facilitated by improving and re-designing the TMF website, so that a journalist researching stories in Tanzania will discover TMF and the resources which TMF can offer to visiting journalists, for a fee.

9.13 STRATEGIC PARTNERS

It is recommended that a review of the Strategic Partners including: Voices of Africa, Media Focus on Africa, Fairreporters and the Astor Foundation, be undertaken to ensure that resources and networks are examined and shared as much as possible. New Strategic Partners can and should be added on a regular basis (please see the list of journalist organizations in Annex 6). Finally, TMF should explore the new Graduate School of Media and Communications which is to be opened in Nairobi in 2011 offering specialized training to journalists. This could be a possible network for training TMF grantees or seeking sponsorship.

9.14 THE BIG BOLD IDEAS: IJ NEWSROOMS AND IJ WEBSITE

Views of Interviewees

My recommendation is that it shouldn't end with us, but to have a model newsroom that is supported by TMF -- so that there is an example of the best. There is an issue of independence—the papers won't give you the same support and therefore you cannot put your skills to use. The owners won't allow you to run the stories.

Erick Kabendera, TMF Fellowship Grantee

An investigative agency that would make their stories available to editors who have the guts to use them. And publish on internet would raise the bar for all the others.

Kajubi Mukajanga, MCT

I envision a new independent weekly, produced by a small local team, focused exclusively on the interests and needs of the three key English-reading audiences. I propose that it should be run on a self-sustaining commercial basis, but not be profit-driven. To be truly independent, it should not have investors/shareholders, who would expect a financial return and might seek to interfere editorially to advance their own interests. I imagine some form of collective ownership by the professionals who run it – people who are simply dedicated to the principles of good, effective journalism.

Jim Meyer, Director, David Astor Journalism Awards Trust

Bold Ideas

TMF should consider, in the medium and long term, some bold ideas:

- The goals of TMF, in addition to grant giving to encourage more IJ and PIJ in the media to achieve TMF's vision and mission, can also involve creating new spaces for investigative and public interest journalism. The ability to make

use of internet outlets and the TMF website is key to ensuring that TMF can continue to build a place in the Tanzanian media landscape and beyond as an ideas factory.

- Once the re-designed TMF website goes live, it would be possible to publish investigative journalism and public interest journalism on-line that might be difficult to place in the mainstream media. This IJ/PIJ could, in turn, be marketed with the same business model used by other news agencies i.e. sliding scale of fees depending on the distribution network of the end user. These possibilities, in part or whole, would require detailed business plans to be drawn up by the TMF management.
- These strategies, in turn, raise a number of possibilities: TMF also functioning as an agency for IJ/PIJ or contributing to a new publication such as the one proposed by the David Astor Awards Trust (**Annex 8**). The proposal in Annex 8 should be left to a discussion and consideration by the TMF management and committees.
- These ideas are a starting point for an exploration of other possibilities to allow former or current TMF grantees to generate revenue for stories for themselves and TMF as outlined in *sub-section 9.12* above. The key is to open dialogues and relationships with news agencies, newsgathering organisations regionally and internationally and media organisations such as those listed in **Annex 7**.
- Increasing the visibility of investigative and public interest journalism will help create momentum for the vision and mission of TMF. The achievements of TMF are substantial already, and the new space it has created in the media can go onto serve as an inspiration of the power of first rate journalism both in Tanzania and beyond.

10. ANNEXES

ANNEX 1: TERMS OF REFERENCE

Tanzania Media Fund Programme (TMF) External Review of the Pilot Phase

Date: 18 November to 10 December 2010 in Tanzania

Team: Tira Shubart (*lead consultant*), Samuel Nyantahe (*team member*)

1. Background

1.1 The Media Landscape in Tanzania

Tanzania has experienced a rapid growth of all forms of media in the country during the past years. From one radio station and no TV in the early 1990s, there are now 68 radio stations, 28 licensed terrestrial TV stations and 25 cable operators in mainland Tanzania. More than 4000 journalists (in both print and electronic media) and about 20 media associations are working in or for the media sector. On the print side the picture is even more overwhelming. There are about 200 registered newspapers (approximately 70 of which are operational) and over 400 publications.

These advances in growth of the media landscape is generally seen as a result of the 14th Amendment of the Constitution in 2005 which provided that every person has the right to freedom of opinion and expression, freedom to receive and impart information, and the freedom to communicate without interference. Another recent advance is the establishment of the Tanzania Communications Regulatory Authority (TCRA) in 2003, an independent body, responsible for the licensing of media providers.

Despite these progresses there remain various challenges to the media sector in Tanzania, among others:

- The right to freedom of opinion and expressions exists in the constitution but is still regulated by outdated laws giving the Government the authority to intervene because there is no adequate protection through revised laws for media houses and journalists. A number of stakeholders have been working to replace these laws and came up with a proposal for elaborate media laws in 2008 (Media Services Bill and Right to Information Act). However the enactment of new media laws has been deferred to next year.
- The fast growth and proliferation of new media outlets have not corresponded with a similar rise in the quality of journalistic output. There is the notion that because the media sector has grown so quickly, a high percentage of media professionals are under-qualified. A survey conducted in 2008 showed 63% of Tanzania of media practitioners possessed only short-course training qualifications, less than 20% have university educations. In addition, training opportunities have been perceived by many media professionals as too theoretical, leaving them without the basic

writing and reporting skills they need to deal with the day-to-day challenges of professional journalism.

- There is also a gap between urban and rural media coverage and who has access to what kind of information. Still mainstream print publication provides very little coverage of rural events, what counts most in news is taking place in urban centres.

This and much more underpins the requirement for improved training, regulation and editorial support which is needed for all media in Tanzania, to improve the quality of journalism standards.

1.2 Tanzania Media Fund (TMF) (www.tmf.or.tz)

The **Tanzania Media Fund** seeks to promote independent, diverse and vibrant media in Tanzania by enabling investigative and public-interest journalism that is in-depth and of importance to ordinary people. TMF believes that independent media is the lifeblood of a free and democratic society.

TMF is an initiative of a group of development partners in Tanzania. They include: Swiss Agency for Development and Cooperation (SDC), UK's Department for International Development (DFID), the Embassy of the Kingdom of the Netherlands (EKN), the Embassy of Ireland (Irish Aid), and the Danish Embassy.

The TMF programme started in June, 2008 as a pilot ending by 31st of May 2011. TMF manages a three-year budget of \$7.1 million USD. Operational costs represent approximately 20% of TMF's total budget. The remaining 80% is earmarked for grants and educational outreach. Each year an average of \$2 million USD is available for grants.

The key features of the TMF are:

Vision	Mission	Core Values
An open society where all people can access information, debate issues and express views.	An independent, quality, diverse and vibrant media in Tanzania by enabling investigative and public-interest journalism and facilitating critical reflection and learning.	Committed to freedom and responsibility, imagination and creativity, quality in everything, transparency and accountability, reflection and learning, respect and teamwork.

The overall objective of the programme is to increase the quantity of quality public (PJ) and investigative (IJ) products that better inform the public, contribute to debate and thereby increase public demand for greater accountability across Tanzania.

TMF is primarily a grant-making facility for the media sector in Tanzania. Through a competitive grant system TMF aims to support individual journalists, media houses, civil society organisations and training institutes to improve the quality and quantity of public interest and investigative journalism in Tanzania. TMF has built up a competitive grant-making system for individuals and institutions involved in media production (print, television and radio) which offers the following:

- Grants for individual journalists based in mainland Tanzania and/or Zanzibar, and
- Institutional grants for media houses, media associations, and media training institutes officially registered in mainland Tanzania or Zanzibar.

The grant-making is closely linked to a tailor-made learning facility for grantees that offers innovative learning-by-doing resources, coaching, mentorship and networking opportunities.

From the outset the TMF programme has been hosted by Hivos Tanzania. A two-headed management supported by a number of key staff positions is responsible for daily operation and administration on the one hand and for strategic planning, public relation and networking on the other hand whereas the overall responsibility for the programme implementation lays with Hivos Netherlands. The management consist of the Head of TMF (seconded by Serengeti Advisors Ltd) and the Executive Manager.

On the governance side three committees with different oversight function have been put in place. These are: the Basket Funding Committee of the donors, the Steering Committee and an independent Grant Selection Committee.

For the implementation of the programme the TMF has developed a number of strategic partnerships in the following areas and with selected partners:

- *Media monitoring:* Twaweza (www.twaweza.org), a programme hosted by Hivos Tanzania and Serengeti Advisors (www.serengetiadvisers.com)
- *Mobile reporting:* Voices of Africa (www.voicesofafrica.africanews.com)
- *Online and IJ training:* Media Focus on Africa (www.mediafocusonafrika.org)
- *Legal support:* MISA (www.misa.org)
- *Knowledge sharing, host of exchange:* Forum of African Investigative Reporters (www.fairreporters.org)
- *Tanzania winner:* David Astor Foundation

Expected outputs and outcomes are outlined in the Project Implementation Plan (PIP) and the achievements so far documented in the semi-annual and annual operational reports as well as the case studies.

2. Objective of the External Review

The actual pilot phase will be followed by a next phase of 4-5 years with potentially higher financial volume based on a strategy that reflects the key lessons of the pilot phase, the findings of the external review as well as the possibly changed context.

The focus of this review is therefore to acquire information to assess the current intervention strategy, the organisational set-up, the programme's progress/achievements and, being a pilot project, the programme's evolution and adaption over time based on lessons learned in order to derive recommendations to inform the strategic plan 2011-2016.

The specific objectives of the proposed review are to:

- Evaluate programme approach/strategy and performance with regard to the preparation and implementation of plans and achievement of immediate objectives (outcomes), problems and opportunities.
- Evaluate governance structure and managerial/organisational set-up with regard to its effectiveness and efficiency.
- Verify the continued relevance and scope of the TMF and identify necessary adjustment and recommend possible improvements on programme design and organisation, and on modification of objectives and plans for future implementation. Make any other recommendations on how to improve its performance.

3. Scope of Assignment

The external review shall comprise but not necessarily *be limited* to the following aspects. All analyses should consider gender aspects.

1. **Design of the Programme Strategy/Approach:** Review and analyse if the implementation approach and current portfolio of grant facility, mentoring and media-up programme are coherent with the programme's objectives of contributing to increased quantity of quality public/investigative journalism that better informs the public, contributes to debate and thereby increase public demand for greater accountability across Tanzania.
2. **Outputs, Outcomes, (Impact):** Review the general performance and assess the achievements qualitatively and quantitatively with regard to outputs, outcomes and if feasible impact and compare them with what was planned and ascertain the likelihood of achieving the objectives in the remaining time given.
3. **Specific Aspects:** Analyse TMF's achievements with regard to the programme priority areas as outlined in the programme implementation plan (PIP) namely the achievements in contributing to a reduced urban/rural divide, gender equality in reporting and capacity building, awareness building on HIV/AIDS, increased diversity of voices and reduced poverty.
4. **Analyse** the contribution of institutional grants on how they are enriching the building/strengthening of institutional capacity and if feasible examine TMF's wider impact on systemic changes.
5. **Inputs:** Examine the adequacy of inputs for the delivery of outputs and the timeliness of the delivery of such inputs. Also assess budget levels to see whether they were appropriate and realistic considering the environment and needs.
6. **Relevance and Opportunities:** Comment on how the programme is positioned within the media landscape in Tanzania (programme importance nationwide, comparative advantages with regard to other media capacity development programmes) and to what extent it makes use of strategic

partnerships and networking (potential synergies and/or complementarities/linkages (strategic partnerships, networking).

7. Comment on how is the TMF viewed by the Tanzanian media community, is it providing appropriate support that will strengthen this community and their role, are the funds provided giving appropriate incentives or are they perverse incentives, is it appropriately integrated into this community?
8. **Planning, Monitoring and Evaluation:** Examine the instruments for planning activities and reporting. This will include annual work programmes and budgets, semi-annual and special reports on progress and audit reports.
9. Review and analyse the M&E Framework/System especially in view of its appropriateness and adaptation to the needs of TMF.
10. **Visibility and Documentation:** Review and analyse TMF's communication strategy regarding outreach and recognition. Examine whether lessons/case studies are documented.
11. **Future aspects with regard to political, organisational and financial structure/sustainability:** Review the future prospects for the programme with regard to its organisational management (staffing, governance, infrastructure) and the roles of stakeholders (donors, media).
12. **Conclusions and Recommendations:** The review will, based on its finding and observations, draw conclusions and recommendations that will inform the Strategic Plan 2011-2015.

4. Procedure and Methodology

Team leader: As such she/he is responsible for the supervision, organisation and coordination of the review team. The work is jointly organised with TMF management.

Specific tasks of the team leader: study of relevant documents; briefing and interviews in Dar es Salaam, writing, compiling and timely submitting of the review report.

Review team member: He/she will join the team leader during the interviews and workshops and will contribute to the report. The review team will consensually agree on an adequate allocation of specific tasks to each review team member. While doing so, the evaluation team will pay attention to make observations and formulate recommendations from academic, public and institutional perspectives.

During the first preparatory week the team leader shall design a detailed methodology to complete the assignment. Below therefore just a short outline of the proposed approach.

Methodological approaches:

- Study of relevant project documentation
- Interviews with TMF management and staff, and Hivos Netherlands (by phone, Skype)

- Interview with lead donor and donors (Joint Basket Funding Committee) (joint meeting)
- Interviews with members of the Steering Committee, Grant Selection Committee, Mentors and Local Trainers in individual meetings
- Interviews with selected grantees (individual and institutional grants), training participants and fellows
- Interviews with selected stakeholders in Tanzania (media houses and associations/forum, other media programmes, ...)
- Briefing and debriefing sessions with TMF management, Hivos Tanzania and lead donor in Dar es Salaam
- Presentation of result to TMF and lead donor (can be enlarged by invitation to other stakeholders and members of the different committees)

Desk study: All relevant documentation will be made available to the consultants by TMF and Hivos.

Approximately **3 working days** are foreseen for this task.

In-country study: Interviews, focus group discussions and mini-workshops with TMF management and staff, local stakeholder, visits and interviews with a cross-cutting sample of players. The possibility of filming some of the reviewing session to document the learning process might be considered too.

Approximately **10 working days** have to be scheduled.

Capitalisation of TMF Experiences: Analysing and summarising results of the in-country study paying due attention to TMF's experiences on setting up the technical programme and the management and governance structure (The study should respond to the high interest from in- and outside Tanzania for the Media Fund)

Approximately **3 working days** have to be scheduled.

Final reports: Consisting of the following elements:

- Final review report no longer than 20 pages including conclusions and recommendations as well as an executive summary
- Short film(s) on DVD of the reviewing sessions if applicable
- Document for external distribution on the Capitalisation of TMF experiences in its pilot phase (about 6-maximum 8 pages).

Approximately **5 working days** have to be scheduled.

In addition the process on planning of the new strategy under the lead of the TMF management together with Hivos Netherlands has started. The draft schedule of this process is listed below.

TMF Strategic Plan Process (working draft)

Date	Activity	Output	Participants
Nov 1 (latest)	Submit internal Strategic Concept Paper 2011 – 2016 Purpose Progress Lessons Ideas for the future	Concept Brief	TMF & SAL (Serengeti Advisors Ltd.)
Nov 5-6	Initial Planning Workshop	Zero Draft Strategy	SAL, TMF, Hivos, plus wider stakeholder
November	External review of TMF pilot phase	External review	Consultant(s)
Early December	Refine Zero Draft Strategy	Draft Strategic Plan (2011 – 2016)	TMF, SAL, Hivos, TMF partners and collaborators
December (tbd)	Donor meeting to discuss Draft Strategic Plan	Comments on Draft Strategy	SAL, TMF, Donor Committee
January 2011	Finalise Strategic Plan	Final TMF Strategy	
February	Submit Strategic Plan		

The two processes will run in parallel and will inform each other on the preliminary findings as highlighted in the table.

5. Deliverables and Reporting

The consultants shall produce the following outputs:

- A brief inception report within one week after commissioning the assignment which should include the consultant's idea, views, preliminary finding of the desk study and the proposed methodological approach.
- Presentation of preliminary results and debriefing meeting with TMF and SDC at the end of the assignment.
- A final version of review report of maximum 20 pages plus executive summary and relevant annexes.
- DVD of a selection of contributions and key points

The consultant will report directly to the Deputy Head of Cooperation and Head of the Governance Domain at Swiss Cooperation Office Dar es Salaam. The language of the reports shall be English.

Contact addresses:

<p><i>For matters related to the Mandate</i> Swiss Cooperation Office; Lead Donor to TMF Deputy Head of Cooperation: Katharina Jenny (Head of Governance Domain)</p>	<p><i>For matters of direct Coordination and Information Exchange</i> TMF Management: Abdu Simba (Head of TMF) 127 Mafinga Road, off Kinondoni Road</p>
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Swiss Cooperation Office, Embassy of Switzerland 79 Kinondoni Road P. O. Box 23371 Dar es Salaam, Tanzania Phone: +255 22 2666220 Cell: +255 (0)78 3061019 www.swiss-cooperation.admin.ch/tanzania Email: katharina.jenny@sdc.net	P. O. Box 38266 Dar es Salaam, Tanzania Phone: +255 22 2664306 Cell: +255 784 763139; +255 764 220381 www.tmf.or.tz Email: a.simba@tmf.or.tz ; abdu@serengetiadvisers.com
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6. Expertise Required

As for the composition of the team it is recommended to have a composition of two persons, whereas one person should be from Tanzania and/or being based in Tanzania whereas the other person should bring in a specific outsider view with a broad knowledge and expertise on media development approaches and similar programmes worldwide. In addition both consultants should entail over a prominent media expert profile. One member of the team must be fluent in Kiswahili.

Lead consultant:

- Minimum 8 years of relevant working experiences in the fields of media development, in Tanzania. Additional technical expertise in media and governance/accountability and gender. A good understanding of the media sector and its dynamic in the socio-economic context and political of Tanzania.
- Good network with relevant partners in the media sector of Tanzania.
- Master and/or higher degree in relevant field.
- Previous experiences in managing and/or designing and/or reviewing Media and Accountability Programmes in Tanzania and/or East Africa.
- Practical experiences of training and capacity building in media development.
- Good analytical capacities, able to produce material of the highest quality, and good communication and facilitation skills in English. Ability to facilitate discussion and analyse issues.
- Sound knowledge of media landscape in Tanzania and great familiarity with the media and media industry.
- Expert in project monitoring and evaluation if not covered by consultant bb.
- Excellent written and spoken English, knowledge of Kiswahili (spoken) would be an asset.

Review team member – complementary specific expertise to lead consultant in the following areas

- Minimum 5 years of relevant working experiences in the fields of media development preferably in Africa. Additional technical expertise in media and governance/accountability and gender. A good understanding of the media sector and its dynamic in the socio-economic context in general.
- Expert in project monitoring and evaluation if not covered by consultant aa.
- Previous experiences in planning, implementing media programmes and conducting reviews in the media sector.
- Excellent knowledge of other media development capacity building initiatives that aim at increases accountability and last but not least contribute to poverty reduction and social changes.
- Master and/or higher degree in relevant field
- Good analytical capacities, able to produce material of the highest quality, and good communication and facilitation skills
- Excellent written and spoken English, knowledge of Kiswahili (spoken) would be an asset.

7. Timeframe and Reporting

Start as soon as possible with fulfilment of the task by the end of 2010.

8. Budget and Fees

The proposed budget is according to Swiss Cooperation payment schedule. The following conditions will apply:

<i>Total maximum engagement:</i>	21 days (lead consultant) about 15 days for review team member
<i>Start:</i>	immediate and/or per agreement
<i>Contract period:</i>	up to end of 2010
<i>Consultancy fee/rate per working day:</i>	tbd based on offer and expertise; as per Swiss Cooperation consultancy rate for local mandate and international mandate
<i>Travel and other allowances:</i>	as per Swiss Cooperation conditions

ANNEX 2: KEY DOCUMENTS REFERENCED

1. TMF Documents:
 - a. Project Document: January 2007 & Annexes
 - b. Project Implementation Plan: January 2009 – December 2011
 - c. Annual Report: January - December 2009
 - d. Semi-Annual Report: January to June 2010
 - e. Consultancy Report on Increasing Radio Applications for TMF Grants
 - f. Notes from TMF Fellowship Reflection Session of September 2010
 - g. Budget Realization Report (Sep-Dec 2010)
2. MCT Report: *Mid-Term Review of Programme Strategy 2008-2011*
3. MCT Study: *Baseline Survey on Freelance Journalists in Tanzania*
4. Ongoing Study of Applications for Institutional Grants & Individual Grants
5. Other Reports on TMF Programme Outcomes.

ANNEX 3: LIST OF INTERVIEWEES

After consultation with the Client, interviews will be conducted with the following stakeholders, in Dar es Salaam, and those based in the upcountry regions of Kilimanjaro, Arusha, Mbeya, Iringa and Morogoro:

1. Management and employees of TMF (*current & former*)
2. Donors
3. Mentors
4. Institutional Grantees
5. Individual Grantees
6. Fellows
7. Members of the Steering Committee
8. Members of the Grant Selection Committee
9. Media Organisations (MCT, MISA, JAAT, TAMWA, JET, Press Clubs)
10. Senior Media Players (including prominent journalists who are not direct stakeholders in TMF: TBC management, Global Publishers, BBC World Service Trust, Regional Press i.e. Arusha Times)
11. Strategic Partners (including TWaweza, Serengeti Advisors, MISA, David Astor Foundation and Media Focus on Africa)

ANNEX 4: INTERVIEW GUIDE

Preamble by the Consultants:

Thank you for your valuable time and cooperation.

We are conducting an External Review of the TMF Programme and would appreciate your help.

We are interviewing many people:

- *TMF staff, donors, committee members, media editors, mentors, grantees, fellows and various media professionals and groups.*

The purpose of this interview is to learn more about the work and impact of the TMF programme and focus, in order to evaluate TMF's role in promotion of independence and quality of media in Tanzania.

- Your comments, in context, may be used in our report

A. INTERVIEWS WITH INSTITUTIONAL GRANTEES

1. What was the project that the grant was intended to assist?
2. What is your organisational capacity for carrying out IJ & PIJ?
3. Is your capacity affected by technology?
 - (follow up) What is the quality of your internet access?
4. What challenges were encountered while researching your story?
5. When were stories published or broadcast (and more than once?)
6. Are the stories still available to audiences online?
7. Was there feedback/reaction from audience? By what means: phone, SMS, letters, emails?
8. Did the reports get a reaction from the individuals or institutions mentioned in news story?
9. Do you feel the reports improved the accountability of individuals or institutions?
10. What is the biggest challenge to your capability for IJ & PIJ?
11. Do you have any suggestions for TMF regarding the focus or administration of the grants?
12. What are the biggest editorial challenges which face your journalists?
13. Has the TMF funded project improved these capabilities?
14. What were experiences with the TMF application process?
15. In general, what was your experience dealing with TMF and would you want to seek their support again and do you have any further suggestions?

B. INTERVIEWS WITH INDIVIDUAL GRANTEES & FELLOWS

1. What was the news story/project that the grant was intended to assist?
2. How was initial research carried out, and by what means?
3. What is the quality of your internet access?
4. What challenges did you encounter while researching your story?
5. When was your story published or broadcast (*and was it more than once?*)
6. Are the stories still available to audiences online or elsewhere?
7. Was there feedback/reaction from audience? *By what means: phone, SMS, letters, emails?*
8. Did the story get a reaction from the individuals or institutions mentioned in news story?
9. Do you feel your story improved the accountability of individuals or institutions?
10. When you returned to your newsroom or regular freelance work, how has your IJ experience been used by editors?
11. What is the biggest challenge to your capability for IJ & PIJ?
12. Has the issue of personal safety arisen while working on IJ & PIJ stories?
13. Do you have any suggestions for TMF regarding the focus or administration of the grants?
14. In general, what was your experience dealing with TMF and would you want to seek their support again in future and do you have any further suggestions?

C. INTERVIEW WITH DONORS

1. Has TMF met your objectives of contributing to a more open society and independence & diversity in the media through PIJ and IJ?
2. Is there an adequate mechanism for sharing stories with the donors and other interested parties?
3. Are there specific PIJ and IJ stories funded by TMF grants that you would highlight in a positive or negative manner?
4. Processes of TMF:
 - Adequate reporting back to you from TMF, enough feedback?
 - Is the two headed structure of TMF serving purpose?
5. Follow up:
 - Would you like emphasis to be different?
 - Thought on the medium and long term sustainability of TMF after Pilot Period: How do you see the future of TMF?

D. INTERVIEWS WITH STEERING COMMITTEE MEMBERS

1. What is your core responsibility on the Steering Committee
2. Do you consider your input to be valued and adapted by TMF

3. Do you have sufficient communication/interaction with TMF to perform your role on the Steering Committee?
4. Could you comment on new, two headed managerial structure in TMF
5. What do you consider to be the biggest challenge in reaching the stated aims of TMF?

E. INTERVIEWS WITH GRANT SELECTION COMMITTEE MEMBERS

1. How long have you been on the Committee & what is your background?
2. Please describe the quality of the grant applications over the time you have served on the GSC.
3. What has been the biggest challenge in awarding grants?
4. Do you feel that grants distribution to different media i.e, print, radio and television, reflects how media is consumed?

F. INTERVIEWS WITH MENTORS

1. Quality of the journalists & stories working with TMF?
2. Does the TMF programme produce effective IJ & PIJ?
3. What is the quality of research, sourcing & note taking carried out by your mentees?
4. How does the relationship between Mentors and Editors of the mentees work?
5. Do you have suggestions for working with Editors in the future?
6. Are TMF administration procedures that you use for dealing with the Mentees efficient?
7. Are targets for IJ & PIJ applicable in all media?

G. INTERVIEWS WITH MEDIA PROFESSIONALS

1. Over view of media in terms of investigative journalism?
2. On what issues has IJ/PIJ journalism generated public debate?
3. Difference between English & Swahili press in IJ and PIJ?
4. Have the stories supported by TMF grants had an impact on Tanzanian journalism?
5. What do you consider the biggest challenge to IJ and PIJ stories appearing in the media?
6. Will editors and institutions make good use of experience which journalists gain working with TMF?

H. INTERVIEWS WITH MEDIA ASSOCIATIONS/PRESS CLUBS

1. Overview of media in your area in terms of investigative journalism?
2. Probe & follow up to answer of above.
3. Have the stories supported by TMF grants had an impact on Tanzanian journalism?
4. What do you consider the biggest challenge to IJ and PIJ stories appearing in your area?
5. Is internet access an issue for the journalists you represent?
6. What has been the impact of New Media & Citizen Journalism on IJ and PIJ in your region.

I. INTERVIEWS WITH EDITORS

1. Quality of stories from TMF?
2. Are investigations funded by TMF ones that you would do anyway?
3. When journalists have returned from TMF projects how have their IJ skills been used?
4. Would you run more IJ and PIJ stories if they were available?
5. What is the greatest challenge for your organization in covering IJ & PIJ?
6. Is the TMF programme an inclusive one from the editors' point of view?
7. Should TMF Stories used in your papers/broadcasts be identified as TMF generated stories?
8. Is the issue of safety and security of journalists working on IJ stories an issue that needs to be addressed?

J. INTERVIEWS WITH TMF STAFF

a. Programme Staff:

1. Are the procedures & paperwork for your role efficient, cumbersome, about right....comment....
2. Biggest challenges in executing the programme? Outreach activities?
3. What is the most time consuming aspect of your TMF work?
4. Is the website and Relax system fit for the purpose: *how could it be improved/modified?*
5. Is your reporting upwards clear since the two headed management structure was put into place?

6. Is New Media & Citizen Journalism in IJ and PIJ reflected in TMF's programmes?
7. Do you feel, as former journalists, is TMF well enough known in the media?
8. Do you have any additional suggestions or comments on TMF processes or programmes
9. What is the biggest challenge in your work at TMF?

b. Administration staff:

1. Is the process and paperwork in dealing with grantees too little, about right or too much to achieve the ends required?
2. What is the most time-consuming aspect of your work at TMF?
3. Biggest challenges in executing the programme?

Note:

Filming of Interviews:

- *When discussions, focus groups or interviews finished, summary to be filmed.*

ANNEX 5: SUMMARY OF COMMENTS FROM INTERVIEWEES

JENERALI ULIMWENGU - TMF MENTOR

Overview of media in terms of investigative journalism?

There has been tremendous development in the media scene. From a monopoly of the state two decades ago, there is now a proliferation in all senses. It's unprecedented and now vibrant and second to only to Kenya, but it hasn't meant necessary that the quality of journalism has improved. We've experienced that there is not a corresponding rise in number of trained journalists, so we used what we had and resources spread thin, the few trained personnel are spread thin. So there's not enough quality in investigative journalism. There are a few reporters that have written stories which investigate an issue thoroughly. The reasons are:

1. Training facilities were not there initially, there was a dearth of institutions,
2. Media relied on certificate level training such as TSJ –which is now upgraded now to University status,
3. It is very expensive to commit two or four weeks to a story, have a journalist dedicated to story and not daily news. Very few papers can afford that.

Big challenges?

A big challenge is the ability of the journalist to ask the right question and then follow leads. Although when you are in a rural situation there can be a problem. But many journalists don't know how to search for information, they lack a competence there.

Role Models?

The BBC Swahili Service serves as a role model in certain cases. One journalist was instrumental in investigating albinos—this journalist held everyone spellbound by the story. An inspiring moment from the BBC for other journalists. (NB, the journalist was Vicky Ntetema)

JESSE KWAYU Managing Editor Nipashe

When you are sitting in Dar you may not realize that officials upcountry are not willing to talk or honest in the information given to us. For example officials tell us that farmers are given fertilizers which have improved their farming. But then farmers say no, they don't get any assistance. Official records and reality are very different.

As an editor, will you be able to use the IJ skills of the journalist after the project is ending?

We want editors to be trained in IJ and act as mentors. The second phase is how we can expand. Yes, we would have to access possible outcome of any IJ before we can release the journalist in the future.

Greatest challenges to Greatest challenges to IJ and PIJ?

I don't see any publisher devoting his resources because it's costly and you need trained personnel. Number two is the myth of the public officials who want to be seen as shining stars. But investigations don't praise them, so they won't cooperate. Not much is accountable. If you try to expose them, they are not very willing. Challenges upon the owner of the media houses and challenges of the officials

TMF Processes?

Speed of evaluating and answering should be speeded up. Maybe it if could be within the month. It was cumbersome but we needed it, mostly reasonable

ARUSHA PRESS CLUB – CLAUD GWANDU, CHAIRPERSON

What are your biggest challenges?

Underpayment and working in harsh conditions. We have no working tools or travelling funds, for example the BBC journalists came from Nairobi and beat us local journalists to the Lengai volcanic explosion. We want to empower our members but there is no specialisation in journalism. Everyone is a generalist, even in sports. Training in specialism would be excellent.

AYOUB RIOBA – TMF MENTOR

Procedures at TMF for mentoring?

One thing I've liked is that they've been very open to discussion. It was a new baby. Open to discussions and ideas with a view to improving, so we have improved procedures in regards to motivating the mentors. I'm quite comfortable at working with TMF. They are quite good with communications and give you a yearly scheduled and advance notice to things. I have been very comfortable with arrangements. They are very receptive to new ideas. They look at the mandate and think 'how can we best improve it?'

Can we have IJ in all media?

Ownership is a serious problem. One tycoon is about to establish media outlets because he is at war with other media tycoon. If all the media outlets are owned by people with money it can be antithesis of how media should be used. I have met with some young journalists who are heart broken as to how their newsrooms are run.

We do have media outlets which are radical and also the tabloids who have loyalties to readers. One young journalist I know—an excellent journalist who quit because

he was so disappointed and left the industry—some of them are my students. Now I think there should be another way for the Media Fund to support private independent media which can survive on its own. The withdrawing of government adverts hits the media very hard as they are major advertiser—and they will withdraw advertising if they are displeased.

Suggestions?

Encourage links with foreign newspapers; to use those skills to earn money outside Tanzania which would pay journalists something.

CHATBHAR SUKDEV—Grant Selection Committee, Arusha

The direction to go in is more serious IJ rather than PIJ—but there is a lack of sufficient knowledge of IJ. We don't go deep into it and the media is being used by a few individuals. Specialist skills are required; a knowledge of the economic system. This has started, but so far most IJ is instinct driven and needs instead to be scientific.

An international context is lacking as well. There is no exposure to the international press, no contacts and a real lack of reading. So you must build brick by brick. Go into a new phase of specialist training to build good journalists. For example: Financial journalism-- invest in training here. Concentrate on crime stories: especially drugs and corruption. Investigate capital flight, albino issues, mining & tourism.

Finally, editors are not engaged in the process & not prepared to risk much on TMF stories and are equally timid on their own stories.

ERICK KABENDERA—TMF FELLOWSHIP GRANTEE

Biggest Challenge working on your stories?

Accessing information. It took me almost two months to get an interview with Minister of Health and see their documents. So we decided to run without his voice in the end. And the lack of infrastructure to take you to a village—no public transport so I ended up walking. I ended up staying with a family for one week awaiting birth of their child. When that approached, we had to walk six hours for medical help.

Is security an issue as a journalist?

I was commuting 18 hours by boat to one of the islands in Lake Tanganyika. There were people on board with machetes who were robbing the passengers—and I had a laptop and a camera. I felt I was in danger and there was not even phone coverage to call back to Dar.

Suggestions to TMF?

I was at the Guardian before but they couldn't let me take leave for TMF, so I had to resign. Will the newspaper be able to put in place the same standards I've done and let me have the time I've had with TMF? Will they be able to let me have the same standard of work?

So my recommendation is that it shouldn't end with us, but to have a model newsroom that is supported by TMF- so that there is an example of the best. There is an issue of independence—the papers won't give you the same support and therefore you cannot put your skills to use. The owners won't allow you to run the stories.

FINNEGAN WA SIMBEYE—TMF FELLOWSHIP GRANTEE

Your biggest challenge on this story?

Public trust was the biggest challenge. The first 2, 3 weeks I had to do public relations while staying in the village. There was distrust of journalists. I did many local stories that were published every week so they got to know me.

Safety & safety concerns?

Public officials were on the side of the government, so when they knew I was asking these questions, they said-- why are you asking? I got a call from an official who was not on my list. He asked me to meet him at a pub. He told me not to trust people and everyone believes in witchcraft and they will tell you things and don't go around without the company of locals. So sometimes I will wait and ask the most difficult questions by phone when I am back in Dar. People let me know they were watching me. And Bioshape Holdings BV with their local subsidiary gave me various offers not to report on this as it would endanger their project. And asked for my editors' contacts.

When you return to your newsroom will you have ability to do these sort of stories?

I don't think my newsroom would let me do investigative stories, even this one we had trouble publishing. We had to threaten to give it to another paper. Editors hide behind the government and say they don't want us to write things against the government, no negative stories. They probably wouldn't have run this except for the fact it was TMF. So I imagine if I did it on my own, it wouldn't have happen.

Would you come back to TMF?

I would come back to TMF for more support. Much of the stories are in rural areas and I would like to report from there. I have a blog now and I'm trying to start a website about rural stories. Because we have great sources there who tell us what's happening. There is a lot of interest in the countryside.

FLAME TREE MEDIA TRUST - MWANZO MILLINGA

Your project with TMF?

As newspapers mainly cut and paste pictures from internet and most photos are from Dar, there were little or none from rural areas. We focused on this: effective rural photojournalism coaching. We concentrated on all regions, but finalized six regions: Lindi, Iringa, Mwanza, Shinyanga, Zanzibar (& Pemba) & Kigoma. We travelled to all and had three days in class: how to report and story ideas and then four days of assignments. Then four days for review.

Some had cameras but others we supplied. But some still don't have cameras. Biggest challenge is that many don't have camera.

Cooperation with local press clubs?

We involved them from the beginning. Each club had to send a potential participant and letters of consent. Press Clubs are made of the journalists themselves, they have the facilities: computers, internet connection, printers, television so journalists use them. They are a gateway to newspapers.

Outputs?

We supplied photo stories to three newspapers—Zanzibar Leo, Mwanachi, Matukio in Mwanza and Majiri. Five stories to each paper so they could pick & publish. Jambo Leo dropped out. Our timing coincided with the elections so that was a problem.

Feedback?

Very positive feedback from editors who featured a number of the photos prominently on front pages. It is a very different thing; these are not photos of politicians –they are about real people. Papers said they never had this quality of photos which allowed them to generate new ideas for coverage.

One of the photojournalists we trained in Lindi followed up to the extent of putting her own proposal to TMF and it was funded. It is on teachers' housing—and last week she got a double spread in Nipashe, which has now launched her. Another photojournalist from Iringa has had many photos in Mtanzania. Before they were mainly just following local politicians, but we helped develop story ideas and gave them a launching pad. The photos have caused all sorts of impacts—our photojournalists visited villages that have never been visited before.

GERVAS MOSHIRO -- STEERING COMMITTEE VICE CHAIRPERSON

Also on editorial board of Media Watch & Barazani and on MCT

TMF has the potential of being very effective. But the Steering Committee has been left out & very aloof. Last time we met was in February 2010—have we been forgotten? I feel they don't need my services. There is no communication.

Thoughts for TMF?

Nothing on the website shows daily developments. Outputs should be put on the web even if it not published anywhere—people would read it.

Encourage establishment of a syndicate of investigative journalists—a news agency that specialises in IJ. Look at good investigative TV documentaries—they are made by independent production companies, not media houses.

Enable a training institution under the guidance of an overseas institution who knows investigative journalism. Contract an external trainer to mentor the Tanzanian trainers. We need trainers who are capable of training IJ at academic level, independently at training institution as a starting place and not the newsroom. The media must bring out issues that will change attitudes. Editors have to protect vested interest in their media houses.

FOCUS GROUP DISCUSSIONS - INDIVIDUAL GRANTEES

- **George Venance (Mwananchi) New Grantee**
- **George Sembany (Citizen) Serial Grantee**
- **Lutengano Haonga (Baraki FM & TBC) Serial Grantee**
- **Bonneventure Mtalimbo – Serial Grantee**
- **Marycelina Masha (Daily News) Serial Grantee**

(Note: These Grantees were at TMF for a Pre-Story Learning Session 30 November, 2010 with their respective mentors. These five were chosen for their English)

Learning Sessions—are they useful?

The great thing about these Learning Sessions is that we are sharing our experience and story ideas. And what the expected impact will be. We develop questions, sources and discuss potential interviews.

These sessions (one for new grantees and one for serial) are different than conversations with an editor. The whole group comments on your idea, so much more feedback.

What is different here than in newsrooms & working with editors?

Newsrooms are very critical and criticise, here we are given a roadmap. It's not negative or competitive but continual coaching.

The TMF process is more advanced than in a journalism degree. Our mentors are so experienced, sharing their knowledge, so much more practical, more enjoyable learning process. The lack of feedback from editors on day to day journalism is a problem as editors don't have time to go beyond W5 (who, what, why, when & where) or be analytical.

Some editors are not supportive, especially about feature articles and if you keep pushing a certain story they think you have been given a bribe. They are happy for another institution to foot the bills and now there are more features in the paper.

Security & Safety?

Security & safety is an issue. Working for a government paper you are protected, but otherwise not.

The TMF Process?

Its good and the instructions on the grant form. They answer you after a few days. If you have missed something on the form they will tell you. I tried two times and missed, so now it's my third time (Venance George). The Outreach programme is very helpful.

Is IJ getting better?

Yes, up to a point. But government papers will only give it lip service.

Suggestions for TMF?

- TMF needs to advertise more maybe in the regions, but the regional press clubs have helped.
- TMF should have an Award for different categories
- Improving capacity should include issuing laptops, modems, camera, sound recorders
- Training in safety
- Training in skills
- Training in Rural reporting
- Mentorship should expand & have mentors who are near you

JIMMY INNESS-BBC WORLD SERVICE TRUST COUNTRY DIRECTOR

One problem is the attention span of the Tanzanian media. An example is when CCM said election candidates would not be taking part in debate. That resulted in public discussion in the media but it only lasted about two days.

Another example is the Twaweza report about literacy and numeracy of primary school leavers which showed they had only basic skills so therefore the system was letting them down. There was no follow up in the media—they only reported on the report.

IJ/PIJ on Radio?

There is a lack of news content as most is music and entertainment. Some stations have good phone-ins that do touch on PIJ but they are fillers between the music. The only one is TBC Taifa which has a different audience with has discussion programmes. So journalism on radio per se takes a back seat to entertainment.

IJ/PIJ on Television?

On TV there have been a lot of changes and it has grown in terms of quality of IJ. Ten years ago ITV was the leading station but illustrated the pitfalls of Workshop Journalism. It was also caused by lack of resources in terms of human resources and capacity of newsgathering. So a major car crash killing 20 upcountry wouldn't make the news but the politician in a workshop in Dar would. Now TBC has taken TV PIJ to another level, all public interest levels and that's been a big change.

KAJUBI MUKAJANGA – MEDIA COUNCIL OF TANZANIA, EXECUTIVE SECRETARY

An independent guild of investigative journalists is needed and a move towards to specialists. Other professions need to come into journalism; scientists, economists, businessmen. All I need to turn somebody into a journalist is 3 months. We need to have a situation where there are specialist desks. Journalism should be a post-graduate degree—still we have people who can't understand very basic concepts.

KILIMANJARO FILM INSTITUTE – SAM OBAE, GENERAL MANAGER

Culture of IJ & PIJ in Tanzania?

It's growing but not fast enough. There is a big barrier against giving information—a hangover from socialist days, and that has to change. People are very conservative about releasing information. They fear until they see 'Tazama' on air and then often people will contact us. But they are fearful to stand and say 'that is wrong'. It's a big barrier and we spend a lot of time winning trust.

New directions for TMF to take?

There's so many institutions which focus on urban stories—we need more efforts focusing on villages. Access is biggest barrier. Young people there don't have the access to share their stories. So deliver accessibility to rural areas and things will change. Encourage people to make POSITIVE stories ---we have usually seen only negative stories, it's an African problem.

Your future at KFI?

We want to make money by producing films for local companies (*which they do*) and marketing and well as some overseas production work. We want to be self sustaining.

KILI FM- DEO LEKULE, DG and Director

We learned about interview techniques through TMF. We vox popped people in market places. It was difficult to interview women as they worried their voice might be recognised or wanted permission. We encouraged them and sometimes through our women journalists, they are now participating, they heard our programmes & reacted. . We don't just broadcast music but also programmes on democracy, human rights, and conservation

And we had a number of strategies: tracking the MPs in their constituencies—but they rarely go there, usually only around election time. So we tracked them through officials and followed them to Dodoma. In Bunge the speaker ordered them to talk to us.

Working with TMF?

TMF was helpful to our journalists and our capacity building and gave us confidence, and interviewing skill. We can talk directly to Ernest Sungura and Derek Murisuro when we want. We want more training on PIJ

LINUS KAMAFU—INDIVIDUAL GRANTEE, MOSHI

Working with TMF?

I appreciated it very much and am now applying for both a follow up grant and funds for a climate change project. It was like being given an education.

Suggestions for TMF?

Helping us with media houses who are not ready to face the consequences on certain stories. I was very worried about the legal side of the story—it's a big problem for freelancers.

SALOME GREGORY—TMF FELLOWSHIP

Did the Citizen give you leave for your Fellowship?

I told Citizen I was applying for TMF for six months—they wanted to know how they would benefit and they were not entirely happy. They gave me conditions that I must send at least 3 stories a week while I was doing Fellowship upcountry. It was hard as I was working on the TMF stories and sometimes couldn't file stories without electricity. So Citizen terminated my retainer contract and I am now freelance.

So now I get paid 25,000 shillings for about 2000 words—so four stories on literacy that took me 6 weeks work would be a total payment of 100,000 shillings. The Citizen says there is no way they can give you six weeks to work on stories.

TMF Fellowship means to you?

I've been a journalist for four years. It's a different way of working from being in a newsroom when you are sent out for a specific brief. At TMF you sit by yourself and make decisions. So I know now I have the ability to think of stories and write proposals and carry them out, to go upcountry and stay in a village for 6 weeks. So going back into the newsroom, how am I going to convince the editor that I can get a good story myself? It's a challenge.

My Fellowship is supposed to be ending this month and my future is about how to put things together by myself, so I've decided to go back to school and get more qualifications at the Open University to study journalism & mass communications. I will continue as a journalist but I might have to go into PR because of financial reasons. I love being a journalist but we all work to improve our lives.

STANLEY LYAMUYA- INDIVIDUAL GRANTEE

Assessment of procedures of TMF?

Some delays in meeting mentor but a very good system. A few things about writing reports; most journalists in the regions don't have experience in writing the proposal, they need help. I'm comfortable with procedures. I want to continue working with TMF

Biggest challenge?

Sometimes the sources are reluctant to give you information, especially government. You have to be patient and wait. I have had to wait often.

TAMWA- TANZANIA MEDIA WOMEN'S ASSOCIATION-INSTITUTIONAL GRANTEE

Ananilea Nkya-Executive Director

Matilda Kasanga-Coordinator, School Pregnancy Project

Suggestions for TMF?

If you want people to engage in a long term campaign, there should have a system where TMF work with organisations for 2 to 3 years to just focus. TMF should design a long term programme with organisations that have worked successfully. For example we have 5-6 year strategic plans-this would let us plan properly.

TANZANIA MINEWORKERS DEVELOPMENT ORGANISATION – INSTITUTIONAL GRANTEE

Elinami Mugure, Advocacy Program Officer & Habiba Swedi

Project with TMF?

Allowing voices of miners to be heard by government, especially women mineworkers. ILO says 25% miners are women: tanzanite, gold, garnets, rubies sapphires—largely through alluvial mining. Advocacy to capture their direct voice

Giving Voice to Women Miners trained journalists with overview of the mineral sector. Then visited 3 mining regions. 20 journalists were trained & we asked mentor to pick 10 with best news ideas. Four went to the Singita Gold mines, and the rest to cover semi precious gems stories.

Another objective was to make a documentary of women miners talking. 20 articles in both print and electronic media were delivered in national papers and a documentary broadcast on ITV and Star TV and repeated 3 times each.

Outcomes?

We succeeded in capturing their voice, international journalists (Deutsche Welle) interested. And follow up from other organizations. Status of women in mining areas is better known and looking at working conditions. We had phone messages & SMSs. Uhuru FM did radio documentary of 30 minutes.

Our 9 months work set the ground for the future. We have created dialogues within government and media. Journalists had a chance to stay on the ground, have the depth & understanding of the industry. So we are now a resource for journalists.

Identify Challenges?

Now to address the big question: Why is Tanzania not making more money from our minerals?

And ethical questions: letting the journalists uncover the issues for themselves—rather than be pushed—and to be more analytical in their stories. Also, the journalists lack skills and resources. Just look at the structure of media houses, the editorial composition and its obvious they are not interested in social issues. The media is commercially driven. There are a combination of issues, but they only want to publish if it aligns with their interest. And not all media has a forum for women's issues. TMF should try to influence media house editorial boards and focus on rural issues.

**TUMAINI RADIO & TELEVISION – INSTITUTIONAL GRANTEE Jovin Riaiki,
Coordinator of TMF Project & Fr. Paul Haule, Director of Radio-TV Tumaini**

Biggest challenge in setting up?

The biggest was HIV positive people appearing on TV programmes—not a problem for radio programmes. Some of them wanted faces hidden but others were willing. Another problem was identifying themes for programmes and new ideas are difficult to come up with. You need to do your homework and consult doctors and experts. Some of these issues touched the government and were sometimes difficult. For example when discussing willful transmission of aids. With documentaries you enter into private life of people who may change their mind even after they sign. At traditional dances (where HIV/AIDS may be transmitted) you are entering into private lives of people—even local leaders who may be part of the problem. This includes MP's.

Procedures of TMF?

Process of applying was smooth but we had to prune the budget. But interaction and time scale was okay. Communication was good. We had budgeted overtime pay for workers recording programmes over the weekend, so that was another issue that TMF might consider. We would definitely come back as the response from communities has been very good.

VICKY NTETEMA, Mentor & Member of Grant Selection Committee;
ELIESH LEMA, Chairperson, Steering Committee

NTETEMA: There is change because of TMF, but it's too difficult to measure. Individual journalists have changed the way they do reports and how they do stories--before TMF work they do everything from their desk and all by phone. Mainly people would concentrate on personalities and not on issues. Now with grant they go out in field and they meet people—the primary sources.

How significant the change is also depends on the editors. As a mentor I've seen their work, the storyline, these methods and you give them the tools and coach them throughout. Then the journalists ring you and say they are waiting for a government official—show them the way and go here and talk to them...and they do them and come up with good stories. But if the story points a finger at a particular politician, the editors suggest that they tone it down. So you can see the original story and then the actual story, which is a fraction of the original. Sometimes it's not the editor but the owner. The person who is being investigated will call the owner and tell them the name of the journalist and say to the editor, "I think they have too much-- I think you should watch my back." TMF does a good job, but the media owners are a real problem.

LEMA: Its difficult to know if they media changes are because of TMF or because of general change. But TMF is certainly part of it. Look at individual grants and it is substantial. Now you read news about children and about HIV/AIDS. We still need more---should be equal emphasis on PIJ and IJ.

NTETEMA: It's possible to build capacity on IJ. It's important to have a lawyer to give them guidance and reassurance then we would have more. But if you touch drugs as a story, then you touch the police and a major political figure. If journalists are protected and reassured—if they know something happens, we will fly you out. *(meaning TMF)*

Perhaps some articles it could appear on a blog under another name. We need a network of journalists. And they can even write from another country.

LEMA: We need to give them skills and that's where mentors become very important. And they need information: if it's on drugs, you need have a lot of information on drugs to cover that story. This will come with training.

NTETEMA: this is the problem we are facing in this country. When the owners of a mine, for example, read a story which is negative, they organise a press trip and even provide the photos themselves. And then give the brown envelopes. Journalists should not agree to this kind of tour—it should be done by the media houses or TMF. And we don't have undercover journalism, it's missing.

LEMA: But most journalists are from the sixth form. Even university graduates are not much better. They get into journalism because they like the idea of the job.

NTEMEMA: In the old days you had to be educated. But now it's any drop out, a refuge for unemployed people or beautiful girls who have the face to be on TV.

LEMA: Because of the benefits in different professions and because of the respect, it may hard to get qualified engineers to go into journalism—give them a specialist training or knowledge. There is no career counseling or career planning at national level. There is a lot of potential that has been wasted.

NTETEMA: Then you expose the journalists to all this and they don't have tools like a recorder. Or even a notebook. Some will write on a piece of tissue at a press conference that came with the sandwich. They just relate what is said without any analysis. The journalists focus on the politician—and not the people. We are lazy as journalists. We want the press conference to simply give us a press release—don't listen & analyse.

LEMA: It's not only journalist-- analytical skills are not there in any industry. Education here in Tanzania does not teach critical thinking.

NTETEMA: If we want the journalists to change the way they write, we must also train the editors. Some money should be set aside to work with them. It's demoralizing for journalist to have their story spiked.

LEMA: Media owners are often protected by editors. A website is more feasible than an agency of investigative journalists. You need that first article to come out, like the Lowessa story. When you are doing things like this, you have to be strategic. Get the story out.

LEMA: *Governance of TMF?*

Too many layers: there is HIVOS, the head and management. A very difficult structure. The Steering Committee- the term ended in May and we are no longer valid. But effectively ended in May, the tenure ended. It's a difficult situation. We don't know what Steering Committee is doing and we need to meet Grant Selection Committee and contribute more as the Steering Committee.

WENCE MUSHI—Mentor (Also Guardian Newspaper)

The progress of your mentees?

The mentees are doing stories which touch the lives of the public, for example issues that were taboo; divorce in Zanzibar & Pemba, child molestation, and questioning religious leaders which is big move forward for women. I mentor all around Tanzania-Zanzibar, Mwanza, chasing accountability for public officials.

Can editors allow journalists to follow up stories?

We are not always able to allow them. But now we are bringing editors and mentors closer. The editors are saying we want to be fully involved. But for now, a lot of newsrooms and editors change the stories and the perceptions. But if we work more closely, we will get better results. TMF needs to engage the editors much more closely and even suggest IJ stories. But pressure of newsroom routine is big—the search for a good story every day.

The role of freelance journos in IJ?

Many of the freelancers have good ideas, but they need supportive editor to help and discuss a story—just like we are discussing with our own journalists. Some of them succeed to do it. A freelance is a person that needs to make a lot of money to survive. The pace at which they work is connected to how well they are paid. They struggle and have to grab as many stories as possible. TMF has done a lot of work to upgrade the skills of the freelance, to learn the ropes and create a base of sources.

Do media owners have the desire to invest in building IJ capacity?

Their interest is in improving the profit situation. As individuals they won't do so, but bring them together so they can build together just for professional development. If they do it together, yes they will do it.

WILLIAM LOBULU – ARUSHA TIMES, OWNER & EDITOR

Arusha Times is one of two local newspapers in Tanzania; established 15 years ago and has a weekly print run of 3000. Targeted to anyone who reads English; visitors, residents, students, NGO & Tribunal.

What stories would you want to explore with a TMF Grant?

The misuse of public funds which should have built infrastructure, health. A big issue is hospitals with no drugs and the government supplied drugs are on sale at shops—who stole them?

Why not more local papers in Tanzania?

There is not enough profit to sustain them—their aim is profit, not public service. I question TMF funding to people like IPP media etc as this is a waste of time and they can afford it. Local papers cannot employ staff, only stringers, so you must a hands-on editor.

Suggestions to TMF?

TMF should invest in Community Media—this is important for IJ as local people are recipients of poor service.

MR. CHRISTOPHER NYENYEMBE – Mentor

1. Commended good work of TMF. Feels there is some weakness in sourcing modalities for potential grantees. Experience of Mentors while meeting and coaching grantees should be exploited to assist in identifying credible applicants for TMF funding.
2. Some proposals are not written by applicants themselves as for some the intention is not the IJ research, but to get the money! Vetting should therefore be more rigorous to weed out such opportunists. Aim should be quality of stories and not quantity.
3. Stories quality was initially low, but the situation has now improved.
4. Process of mentoring involving one day face-to-face training on methodology plus mid-term meetings is quite effective.
5. Initially relationship between Mentors and Editors was not smooth as the latter were not appreciative of positive impact of involvement of their Journalists in TMF supported Investigative Assignments. TMF's targeted Information, Education and Communication (IEC) to Editors has brought in the necessary appreciation, and the efforts should be continued so all Editors and Newsroom Managers also appreciate and support the initiatives.
6. To work effectively with Editors, Media Houses should be restructured to incorporate investigation desks with say 2-3 dedicated Journalists for IJ assignments. This will enable concentration on IJ as well as achieve buy-in and ownership of stories thereof by Editors.

7. TMF administrative procedures have been improved and streamlined lately – they were initially rather cumbersome.
8. Targets for IJ and PIJ are applicable in all media; but there is need to enhance resources, and be more realistic on budgets approved vs applications to ensure achievement of objectives of the investigations.

MBEYA INSTITUTE OF JOURNALISM

Officer met: Mr. Jonas Mwasumbi, Managing Director

1. IJ & PIJ component is incorporated in the curriculum.
TMF grant enabled 4 IJ Stories to be carried out, on:
Effect of Jehovah Witnesses Faith to the community, Sugar Smuggling from Malawi School dropouts, and the problems faced by Small Tea Growers and their cooperative society.
2. Organisational capacity for IJ and PIJ is limited
3. Internet access is limited as the Institute operates from rented premises, shared by other parties.
4. Reluctance & restrictions on recording due to faith/culture. Lack of professional tools for recording.
5. Stories were published and are still available. Copies of Press cuttings and CDs available at TMF.
6. Feedback:
 - a. Government reacted by directing local authorities to take measures to rectify the situation in the affected communities
 - b. The Regional Commissioner held a press conference on stories researched
 - c. Incidents of sugar smuggling have been reduced; and
 - d. Problems facing small tea growers have been resolved
7. Biggest challenges to the institutions capacity are permanent working premises, tools, and assured financial resources.
8. The institute is a serious training institution and intends to follow up and apply for further TMF support.

MR. KENNETH SIMBAYA – Mentor

Also Chairman of Iringa Press Club, Chairman Union of Tanzania Press Clubs (UTPC)

1. Some 3 years back, there used to be major problems on general Journalism skills, but the situation has since improved:
 - Various Training Schemes for Journalists have been availed through: PACT, NOLA, UTPC and MCT. Thus the side of capacity has somehow been addressed in a general manner.

2. TMF provides targeted funding for IJ & PIJ which is a good move. The TMF mentoring modality to Grantees is unique and effective compared with programmes/projects by other institutions.
3. However, the reality is that Journalists go to the field to research their stories while Editors stay behind... Under these circumstances it is possible for the Editors to frustrate the Journalists. There is need to ensure Editors are involved to support the Journalists in their stories research work.
4. Indeed TMF work does support IJ & PIJ and outcomes and impacts have been realized and reported in the areas of: FGM, Albinos, Poaching, prosecutions for embezzlement of government funds, etc.
5. As a result of IJ stories by TMF Grantees, the community has dared question government leaders on also demanded involvement/participation in affairs that affect development in their locations.
6. Need for focus, as both IJ and PIJ are very wide fields.
7. Existing Media Houses need to be convinced to buy-in and put public interest first, rather than their business interest. *Instead of being Watchdogs, some Media Houses have become Lapdogs!*
8. To achieve editorial independence the Union of Tanzania Press Clubs is planning to establish their own Media House.
9. Suggestions for future TMF interventions:
 - Support media on specific issues
 - Support Community and rural Based Media Houses
 - Encourage and expand Mobile phone reporting
 - Provide for critical IT tools for communication connectivity even in rural settings
 - Continue with logistical support while researching IJ & PIJ stories
 - Advocate for Journalists & Editors to have common understanding.

MR. FRANK LEONARD – Grantee
also Secretary, Iringa Press Club

(accompanied by Selemani Boki – Accountant)

1. Supported on stories for:
 - a) Wildlife Management
 - b) Election reporting
2. Challenges:
 - a. Fear to face the Bureaucracy because of: intimidation, denial and/or reluctance to release information.
 - b. Conditionality: need for Editors endorsement of stories.
 - c. Editors excessive trimming of stories often renders them uninteresting, ineffective and demoralizes the Journalists

3. Outcome and Impact:
 - a. Researched stories on Wildlife Management led to prosecution of those implicated
 - b. Publication of stories on election promises by candidates created awareness to voters and enabled them question un-implementable promises.
4. Need of provision of funding for follow up to the stories to enhance impact.

RADIO COUNTRY FM, IRINGA

Officer met: Mr. Huruma Mgaya, Director

(Accompanied by Steven Sanga – Presenter and Tuni Mahondo – Technical Presenter)

1. Project: Researched Causes of Poverty that perpetuate Child Labour
2. Course
3. Challenges:
 - a. Radio coverage limitations due to resources to acquire more powerful transmitters
 - b. Bureaucracy and red tape by public officials,
 - c. Lack of reliable statistics in public offices
 - d. Lack of civic education, transport logistics and vagaries of weather
 - e. Lack of community awareness leading to non-responsive community, lack of frankness in responding to queries
 - f. Extra facilitation had to be availed by way of refreshments/entertainment of informants to get cooperation. This is usually not covered by the TMF Grant.
4. Broadcasting of the stories was easy as have full control of own Radio Station
5. Feedback :
 - a. call-ins (direct calls)
 - b. Personal calls by Public officers to verify claims and requested for copies
6. TMF application process is OK generally, but could be speeded up
7. Additional equipment such as laptops & modems would be welcome.

MR. IBRAHIM ISSA KASSIAN – Grantee

(initially with Radio Ebony)

1. Stories researched:
 - a) Killing of Child by Relatives
 - b) Mathematics failure
2. On-line journalism (mobile phone & reporting)
3. Internet access is good through TTCL connection
4. Lack of awareness – public, police, Ward Executive Officer & community, Journalist lack of awareness (laws, policies) – had to learn on the job
Time tight, constrained Budget and need for resources for Follow up
5. Stories broadcast on Ebony Radio – 2 times
6. Feedback:

- a) Police department OCD followed up the story
 - b) Enquiries received through SMS, and direct phone calls
 - c) Petition through signatures of 200 people to support the story
 - d) An Englishman moved by the incident sent the story for publishing in *Daily Mail* of South Africa.
7. Impact:
- a) Experience enabled the Grantee to advise his erstwhile employers on how to apply for support: Ebony Radio has since received an Institutional Grant of TShs 200 million.
 - b) UNDESIRABLE EFFECT: Employment terminated due to misconception about TMF support for the IJ story! This despite advice and facilitation of employer to get TMF funding!
8. Grateful for TMF support and will seek the same again.

SOKOINE UNIVERSITY OF AGRICULTURE TV (SUATV)

Officer met: Mr. Bujaga Izengo Kadago, Chief Editor

- 1. Project: Preparation of 10 documentary programs (participatory) done by SUA researchers – *ongoing, now in month 4.*
- 2. Support from ICE – Institute of Continuing Education with 3 units:
 - a. SUA TV
 - b. Extension & Education
 - c. Research

Face staff inadequacy to effectively carry out operations. Fortunately they have opportunity to use trainees from institutions around
- 3. Equipment: use of IT has helped a lot and current application programmes make editing easy. Some additional IT Equipment eg 4 modern computers with accessories would be welcome.
- 4. Farmers were more knowledgeable and provided good information to researchers

Time insufficient: 9 days too short, ideal should be for a good 30 minutes program (participatory) following sufficient materials capture and editing.
- 5. Stories have not yet been published, but progress of implementation is good.
- 6. Broadcasting – need to strengthen SUA TV

No red tape although initially when not clear of TMFs focus and emphasis there was this perception

MS. LATIFA GANZEL – Grantee

Freelance Journalist, on retainer with Uhuru Newspaper

- 1. Stories researched:
 - a. Fistula incidences in Mvomero and Ulanga Districts
 - b. Road accidents and Corruption within TANROADS
- 2. Driven by information on incidents of Fistula in Mvomero District and existence of local midwives (*Ukunga wa Jadi*)

3. Have to use public access in Internet Cafes
4. Limited budget, used public transport facilities which necessitated early rise to catch buses to intended destinations.
5. Stories were published
6. Still available in hard copies and CDs at TMF
7. Feedback:
 - a. TANROADS – road rectified
 - b. Ulanga District Council – acknowledged contribution to awareness
 - c. Regular dispatches of Fistula victims to CCBRT for treatment
8. Impact:
 - a. The story aroused sympathy regarding Fistula, although no budget was immediately available to treat victims.
 - b. TANROADS response was positive, and steps were taken to rectify the problematic sections of the road
9. Skills learned through the mentoring and IJ research improved competence of the Grantee
10. Biggest challenge to capability for IJ & PIJ: tools & equipment – laptop, camera, camcorder and smart mobile phone
11. Using public transport unreliable
Resources, escort
12. Appreciative of TMF's feedback, seeking for explanation and guidance on rectification for a proposal to qualify for funding. This is encouraging and should be continued.
13. Experience with TMF is positive and would seek their support again. However, the budget ceilings should be raised.

MR. THADEI HAFIGWA – Secretary, Morogoro Press Club MPC

1. Researched Story:
 - Accountability - Embezzlement of funds within Morogoro District Council through Mtombozi River Bridge
2. Public Internet access as grant did not cover facility
3. Challenges:
 - Reluctances of public officials to give info/data
 - Tipping (facilitation), which is not included in the Grant, is sometimes necessary to get info/data from some officers
 - Outright Threats
 - Access, transport, geographical features
 - Lack of commercial accommodation facilities in some localities
 - Lack of communication facilities (laptop + modem) in remote locations for immediate filing of stories to base – so one doesn't die with the story in hostile environments.
4. Stories were published in JamboLeo Newspaper twice per week for 2 weeks.
5. Feedback:

- The District Commissioner called and threatened the Journalist against publishing the story
 - The community was appreciative, as the problem had persisted for long time. It was apparent continued budgeting for the bridge for several years running was calculated to avail embezzle-able funds to certain groups in the council
 - Some Councillors & MPs called and challenged the Journalist to give evidence
 - Other Councillors commended the investigation and encouraged follow-up to its logical conclusion.
6. Improved Accountability:
 - The story improved accountability as those who threatened the Journalist were challenged to go to court.
 7. Biggest challenges:
 - More skills and tactics in IJ
 - Identification of genuine and authentic documents to base evidence on.
 8. The TMF Project has improved some of the capabilities but budget should be enhanced to cover critical facilitation costs as applicable per challenges under 3 herein.
 9. Safety and Security Issues: Security was a serious concern while researching the story. Sometimes it necessitated changing residence and also often non-disclosure of info source.
 10. TMF Grant is a 'Saviour' for Journalists undertaking IJ & PIJ assignments. The Grantee would seek further support.

**MR. BONNAVENTURA MTALIMBO – Grantee
also Chairman, Morogoro Press Club**

1. Story researched:
 - Property Tax in the Morogoro Municipality
2. Research was prompted by lack of data on target properties eligible to pay tax
3. Challenges while researching story:
 - Red tape and lack of cooperation from Municipal officers
 - Lack of transparency
 - Misrepresentation of documents
 - Outright threats by phone
4. Publishing:
 - Three (3) stories were published twice in Jitegemee Newspaper
5. Outcome/Impact:
 - Municipal Authorities admitted they were not aware of total number of properties
 - Story resulted in procurement of a Tsh 56 million state-of-the art Revenue collection Machine with satellite GPS capabilities for identification of properties.

- Two (2) Ward Officers were dismissed for proven involvement in the scam
 - Undeveloped and underdeveloped plots have been offered for development to others.
6. Views/Suggestions:
- Strategic Grants should be revived.
 - Role of Mentors should be strengthened to include liaison with Newsrooms and Editors.
 - Budget ceilings should be raised to cover necessary facilitation costs experienced while researching stories.
 - Consider establishing an Association for TMF Grantees Alumni as is done for Economists, Environmentalists, etc.

MR. ABDALLAH MRISHO – General Manager, Global Publishers Limited

Publisher of Tabloids – *Not yet Grantee but have track record of IJ & PIJ*

Comments and Suggestions:

1. Principle:
 - They publish stories that interest tabloids readers
 - Not dependent on adverts revenue, but driven by community interest
 - Political stories are informed by the prevailing situation, e.g. the just ended General Elections and run up to it
2. Awareness about TMF?
 - Not aware of TMF till about 2 months prior to the date of the interview. Not optimistic of chance to be accepted for support based on previous experience with other funding agencies.
3. Finance Sources
 - a. Mainly newspaper sales, 7 publications:
 - Investigative: two (2) twice weekly
 - Sports: 1, 3 times weekly
 - b. Some revenue from advertisement, but not significant
4. Is Global Publishers involved in IJ & PIJ Reporting?
 - a. Yes, they undertaken undercover reporting stories and have completed the following investigative stories:
 - Illegal abortions conducted by private clinics
 - Prostitution and running of brothels in Mikocheni, Dar es Salaam.
 - b. The investigations were done very conclusively with smart filming and recordings of happenings, and involvement of the police in the final stages where arrests were made. This resulted in taking to book perpetrators of the crime.
5. They indicated they would approach TMF for support.
6. The TMF Officer at the meeting pledged to visit Global Publishers to explain the prerequisites and procedure to access TMF support.

ANNEX 6: FELLOWS EXPERIENCES AND OBSERVATIONS

Notes from TMF Fellowship Reflection Session on Sept 29

1. Summary of Fellows' Experiences/Observations

- ☎ Time is very important in getting a good job done and that is what fellowship has given them.
- ☎ Blogging provided them some interaction with readers over their work.
- ☎ The emphasis on quality rather than quantity was good but also challenging as it meant that stories required more concentration and focus.
- ☎ The fellowship's journalism emphasises going to sources rather than calling them on phone. It was also an opportunity to get a sense of the official world vs. the real world. The resources provided left them with no excuse to not be able to take it all in and do good reporting.
- ☎ As city-based journalists, they experienced firsthand (for six months) the challenges of rural reporting in Africa: lack of electricity, broken modem connections and the hassles of travelling to the story. Their finding was that getting around in rural areas where there are usually no roads is in fact more expensive than in urban areas and TMF's requirement of accountability sometimes seemed unrealistic. The access and electricity challenges affected fellows' deadlines, their compiling of reports and their blogging.
- ☎ They got to understand the country well. As a result they were able to identify other reporting projects that they can do in future.
- ☎ They learnt to create news rather than wait for it to happen or for the editor to assign them. This, they found to be very empowering.
- ☎ They were mentored by the best journalism resource persons they could ever ask for.
- ☎ They got the opportunity to do the kind of projects they had always aspired to do.

2. Challenges

- The requirement of three in-depth projects in six months was found by some to be too demanding.
- Time – the other side of it: Sometimes as they spent more time in these areas, people opened up and became more willing to share experiences. This underscores the need for more time for assignments – to establish trust, get people to open up and talk/provide information. Moreover certain upcountry authorities can't speak without clearance from Dar es Salaam and this approval takes time.
- In hindsight, there might have been need for some sort of pre-reporting before fellows embarked on assignments in order to examine the feasibility of their projects.
- Uptake of stories by their media houses: (Only one fellow appears to be having problems in getting his work published and he suspects interference by sources.)
- The challenge of maintaining the reporting standards that the fellowship has gotten them to appreciate. Their newsroom demands may still only ensure that they end up returning to the half-baked type of reporting.

3. General Observations and Conclusions

1. The interest of media houses in the projects shows that they are keen on this kind of reporting but probably only lack the means to finance such projects.
2. The time allocated for specialisation (beat development) is unrealistic. The proposal is to have the whole programme as a specialisation project.
3. Requirements/Selection Process: The current screening system was felt to be ideal. To the fellows, the process helped them to prepare psychologically for the undertaking.
 - One suggestion, however, is for a one-day workshop for all applicants to explain to them what the programme is all about.
4. Media house participation in recruitment:
 - The general sentiment was no because newsroom politics might only lead to under-qualifying people getting into the programme. The agreed solution was

to simply get the media houses to buy into the programme so that they can encourage their staff to apply.

5. English-Kiswahili: A dual intake is recommended i.e. of English and Kiswahili medium papers.

6. Mentoring approach:

- Mentors may visit mentees in their rural locations whenever such a plan is feasible to help fellows on the ground with difficult projects.
- Mentees will be obliged to initiate with their mentors a status report 10 days after departure on their project.

7. Blogging: The requirement of blogging twice a week may have been too much given the various issues (access plus workload). A minimum of blogging once a week is recommended although one is encouraged to blog as much as possible.

- Regular feedback on blogs from mentors and coordinator would be helpful.

8. Payment System: A grant system is proposed as opposed to the current one that requires receipts with each disbursement of funds. However, this will be in combination with the requirement that fellows give regular feedback to mentors.

***By Loy Nabeta, TMF
October 15, 2010***

ANNEX 7: PROPOSAL FOR REDESIGN OF THE TMF WEBSITE

The TMF website, at present, needs a re-design and dedicated resources to be a platform which reflects the scope and innovation of TMF.

Here is a summary of the points:

- k) Opening page on the mission and work of TMF: rewrite to change from “TMF is new fund...etc” to date when it was launched.
- l) The application process and up to date applications & grants; at present the most recent update here is April 2010. Set up a process to be kept current and timely.
- m) Articles, films, radio reports, mobile phone reports (which are confusingly found on the Voices of Africa website) and photojournalism reports of TMF grantees should appear. The consultants understand that video and audio element are being added in January 2011 by HIVOS Netherlands. At present it's very hard to find current reports—which are not flagged up on the front page.
- n) A proper, working Search mechanism for the above in order that reports can be located by subject, journalist and date. This simply does not exist at present.
- o) Blogs by the Fellows. These appear under *Jamiiforums* on the Links page which is very confusing. TMF originated Blogs should be indicated on the opening page, they should not require a search within the site.
- p) Consider starting a TMF staff Blog: this could be informative snapshots in words and photos of events like Outreach Trips, or Learning Sessions for new grantees, or other office based events. A staff Blog would also serve personalise TMF staff.
- q) Useful links for working journalists specifically journalist resources on safety, legal rights, and human rights whether TMF grantees or other Tanzanian and international journalists. Here are a list of some organisations which help journalists with guides, resources, awards and grants; check the links pages of these organisations for further links to add:

www.newssafety.org -- A key international organisation promoting journalist safety. On this site is an excellent safety guide for journalists which can be downloaded. Check their thorough links page for more ideas

www.en.rsrf.org- Reporters without Borders. One of the most active journalist organisations fighting for freedom of information and rights around the world and supporting persecuted journalists. An excellent link page as well

www.iwmf.org - the global network for women in the media. Excellent links and resources on this site

www.a24media.com - Nairobi based website which distributes and sells video news stories about Africa; the majority of all sales money goes to the journalist. Internationally one of the main sources of freelance TV news on the continent.

www.rorypecktrust.org - supports freelance news camera operators and their families worldwide with grants, resources, media networking, bursaries for safety training and hosts annual awards

www.emphas.is - Emphas is the wide publicised, newly launched website to aid Photojournalists to distribute and sell their photos. The TMF Flametree Photo Project could be showcased here.

Finally: TMF should email the Africa Desks of all the international broadcasters i.e. BBC, CNN, Al Jazeera, and others worldwide to make them aware of TMF

- r) Strategic Partners should be requested to add TMF to their Links page i.e. Voices Of Africa does not even list TMF despite showcasing the Mobile Phone Reports done with TMF. Check all organisations that TMF deals with and request they add a TMF link.
- s) Regional journalist broadcasters and media should be added i.e. Kenyan, Ugandan, Rwandan media....and so
- t) TMF Contact page: update with a map as promised

ANNEX 8: PROPOSED ENGLISH-LANGUAGE TANZANIAN NEWSPAPER

By Jim Meyer,

Director, The David Astor Journalism Awards Trust's

This paper briefly outlines a concept for a new, distinctly different, high-quality English-language newspaper in Tanzania.

My starting premise is that Tanzanians, for the most part, do not read English newspapers. The audience is primarily three specific groups: the diplomatic community, foreign business people, and international NGOs operating in Tanzania. These are very important and influential players in the political, economic and social development of the country, and yet their information needs, I believe, are not well served by the local English press.

The existing English papers aim to be mass-market products and much of their content is probably irrelevant to the audiences they should really be targeting. For example, I very much doubt that diplomats, business people and NGOs buy these papers to read English Premier League football results or lifted BBC, Reuters and other foreign news service stories about Afghanistan, etc. They have access to this sort of news from other sources.

Moreover, I think it is fair to say that the local news coverage in these papers is quite limited, mostly events-driven, poorly reported, and often lacking depth. What I think the English readers need most, and presently are not getting, is high-quality analysis and interpretation of local news, issues and events – in other words, genuinely useful intelligence, insights and meaningful commentary from Tanzanians who know what is really going on and can explain what it all means to outsiders.

I envision a new independent weekly, produced by a small local team, focused exclusively on the interests and needs of the three key English-reading audiences. I propose that it should be run on a self-sustaining commercial basis, but not be profit-driven. To be truly independent, it should not have investors/shareholders, who would expect a financial return and might seek to interfere editorially to advance their own interests. I imagine some form of collective ownership by the professionals who run it – people who are simply dedicated to the principles of good, effective journalism.

The business model I have in mind would be to make the paper self-financing through subscriptions. As a unique source of valuable information with no competition, the paper could become a must-read for its targeted audience. Although it could (and likely would) also attract some advertising, its financial

viability should not, in my view, be dependent on that limited and unpredictable source of income. A very rough, back-of-the-envelope calculation suggests that it could potentially be viable based on subscription income alone. If annual subscriptions were to cost, say, \$100 (\$2 per week), I reckon that something on the order of 3,000 subscribers might be sufficient to support a team of 8-10 people and fully cover other operating costs.²

The venture would, however, need start-up capital. Preliminary discussions I have had with the Tanzania Media Fund suggest that they might be prepared to offer such funding if a viable business proposal could be presented. The first essential step should therefore be to develop a comprehensive business plan, which would lay out in detail an operating strategy and clear development roadmap for at least a five-year period, I would suggest. Most importantly, it needs credible cost projections and a well-thought-out action plan for building up a subscription base that would be sufficient to sustain the enterprise for the long term.

I would propose that the plan be structured in three phases: start-up (Year 1), development (Years 2 & 3), and sustained growth (Years 4,5 and beyond). Although I could foresee it transitioning to an online publication sometime in the future, once reliable high-speed Internet capacity in Tanzania catches up and a solid base of subscribers has been established, I think initially a printed product might be easier and more attractive to market.

The David Astor Journalism Awards Trust's mission is to promote, strengthen and support independent journalism in the region, and we do this by investing in the long-term career development of exceptionally talented and committed early-career print journalists. Given the current limitations of the English-language press in Tanzania, our primary interest in this proposal is to see new employment opportunities created for our existing and future Tanzanian award winners and a local workplace where they could continue over the long term to make significant journalistic contributions writing in English.

Once established, I would like to see the paper incorporate a formal training and work-experience component for aspiring new journalists by regularly offering paid internships to recent graduates, perhaps supervised and mentored by an experienced outside editor. The paper could also tap other David Astor Award winners in Kenya and Uganda for periodic contributions on issues of regional significance.

Many people I have consulted (in Tanzania and outside) think this basic concept has merit. With serious commitment, I believe it would have considerable potential to succeed.

² Assuming a \$200,000 p.a. payroll + \$50,000 p.a. printing costs (for 5,000 copies per week) + \$50,000 other operating costs (premises, distribution, contributors' fees, etc) = \$300,000 per year.

ANNEX 9: SUMMARY OF BUDGET REALIZATION REPORT FOR JUNE 2008 TO DECEMBER 2009

Description	Category			Variations	Budget	Forecast
Grant Programmes	Grants	Revised Budget 19m	Actual USD	Diff in \$	Original Budget 12m	Revised Budget 12m
		June 2009				
		6-2008 /12-2009	06-2008/12-2009		01-2010/12-2010	01-2010/12-2010
	Individuals	91,250	114,389	- 23,139	91,250	182,500
	Small	720,000	188,470	531,530	720,000	310,000
	Medium and Strategic	1,200,000	1,363,449	163,449	1,200,000	1,800,000
	Capacity building of grantees	186,499	118,310	68,189	124,200	192,350
	Equipment purchase Mtce for grantees	47,983	882	47,101	2,200	47,101
	Grants management and coordination	29,503	30,675	- 1,172	14,500	25,500
	Other programme activities	20,955	12,266	8,689	7,500	-
Sub total		2,296,190	1,828,441	467,749	2,159,650	2,557,451
Percentage of Total						
Running of the TMF	Salaries and benefits	218,005	219,233	- 1,228	266,752	266,100
	Office running costs	106,841	134,236	- 27,395	40,560	79,966
	Office set up	106,967	76,088	30,878	6,650	250
	Staff training, travel, workshops, meetings	1,864	6,674	- 4,810	10,010	10,100
	Reporting and publicity	43,766	28,511	15,255	14,700	21,457
	Short term consultants	85,384	37,678	47,705	47,500	75,000
	Steering Committee	5,703	4,957	745	2,100	3,100
	Monitoring and evaluation	6,792	1,006	5,785	1,500	5,000
Sub total		575,322	508,384	66,937	389,772	460,973
Percentage of Total						
HA services	HA experts at headoffice	277,750	237,836	39,914	116,250	116,250
	Travel HA non-resid staff NL- Tanzania	3,800	-	3,800	2,400	2,400
	Administration fee 3%	86,226	70,105	16,121	76,183	90,553
Sub total		367,776	307,941	59,834	194,833	209,203
TOTAL		3,239,288	2,644,767	594,521	2,744,255	3,227,627

ANNEX 10: SUMMARY OF BUDGET REALIZATION REPORT FOR JANUARY TO DECEMBER 2010

Description	Category	Budget			Actual USD	Variations	
Grant Programmes	Grants	Orginal Budget 12m	Revised Budget 12m	Revised Budget 12m	Actual USD		
			January 2010	June 2010			
		01-2010 /12-2010	1-2010 /12-2010	1-2010 /12-2010	1-2010 /12-2010		
	Individuals	91,250	194,278	194,278	176,560.54	17,717	91%
	Small	720,000	310,000	310,000	79,668.81	230,331	26%
	Medium and Strategic	1,200,000	1,800,000	1,800,000	2,170,232.89	- 370,233	121%
	Capacity building of grantees	124,200	217,922	217,922	246,200.19	- 28,278	113%
	Equipment purchase and Mtce for grantees	2,200	47,101	47,101	16,673.27	30,428	35%
	Grants management and coordination	14,500	25,500	25,500	14,965.51	10,534	59%
	Other programme activities	7,500	-	-	-	-	
Sub total		2,159,650	2,594,800.92	2,594,800.92	2,704,301.21	- 109,500	104%
Running of the TMF	Salaries and benefits	266,752	266,100	266,100	218,688.95	47,411	82%
	Office running costs	40,560	79,966	79,966	70,292.35	9,674	88%
	Office set up	6,650	250	250	-	250	0%
	Staff training, travel, workshops, meetings	10,010	19,300	19,300	16,040.75	3,259	83%
	Reporting and publicity	14,700	22,857	22,857	18,293.20	4,564	80%
	Short term consultants	47,500	41,050	41,050	36,379.85	4,670	89%
	Steering Committee	2,100	3,100	3,100	2,728.95	371	88%
	Monitoring and evaluation	1,500	11,000	11,000	10,178.00	822	93%
Sub total		389,772	443,623.20	443,623.20	372,602.05	71,021	84%
Percentage of Total							
	Travel HA non-residential staff	2,400	2,400	2,400	-	2,400	0%
	Administration fee 3%	76,182.67	91,152.72	91,152.72	70,105.00	21,048	77%
Sub total		194,832.67	189,202.72	189,202.72	282,105.85	- 92,903	149%
TOTAL		2,744,255.05	3,227,626.84	3,227,626.84	3,359,009.11	- 131,382	104%