

Radio for Peacebuilding, Africa Project Evaluation – August, 2006 Executive Summary

In 2004, SFCG’s Radio for Peacebuilding, Africa (RFPA) project conducted a baseline survey in 21 sub-Saharan African countries, to ascertain knowledge of, attitude towards, and use of peacebuilding techniques by radio professionals. 1000 radio professionals were surveyed by email with phone follow-up, and 446 responded. Since then the Radio for Peacebuilding, Africa project has sought to be in contact with radio professionals across sub-Saharan Africa and to gather their experience, inform them about different peacebuilding techniques and formats in radio, and to encourage use of the different techniques and formats available – many of which have been developed and refined by SFCG. This has been done through workshops, mass emails, a project website, distribution of guidebooks and CD-ROMs, and the provision of downloadable materials (guidebooks, exemplary programmes and other information). More information on the project can be found at www.radiopeaceafrica.org.
- Adapted from RFPA Evaluation Terms of Reference, 2006

The objective of this end-term evaluation is to assess whether the project outcomes have been successful in contributing to the goals and purpose of the project. The likely Knowledge, Attitude and Behavior (KAB) changes over the past two and a half years will be examined, among the participant radio professionals in sub-Saharan Africa; related to the manner in which they deal with conflict issues in their programmes. It will establish what, if any, link exists between the RFPA project activities and outputs (such as the guidebooks, website, exemplary programmes, and workshops) and any KAB changes that have taken place. In addition, the evaluation will assess likely impact and extract learning for future SFCG interventions.¹

The goals of the Radio for Peacebuilding, Africa project² are to develop, spread and encourage the use of radio broadcasting techniques and content that have a constructive impact on the conflicts that exist at many different levels in African societies; to promote knowledge about and use of the techniques already used by Search for Common Ground and others, and to promote the new techniques and skills developed during the workshops. The anticipated project outcomes are fivefold:

- 1) That the chosen African radio broadcasters will develop and use new and positive ways of dealing with conflict
- 2) That African and other radio trainers will have access to materials which will help them and others incorporate positive ways of dealing with conflict into their trainings
- 3) That African radio listeners will have access to increase in radio programmes which incorporate peacebuilding elements
- 4) That African and other broadcasters will have access to a database of trainers who incorporate positive ways of dealing with conflict into their trainings
- 5) That the participants in the workshops will develop exemplary programmes, which will encourage others to imitate the formats and techniques used.

The following table gives an outline of the timeframe and key deliverables of the project.

Website:	Website 1 launch (June, Year1); Website 2 launch (Jan Year 2); Website in 3 languages launch (May Year 2); Promotion of website (May Year 2)
Workshops	Talk Show Workshop, Burundi (April Year 2) , Youth Radio Workshop, Accra, Ghana (Sept Year 2)
Guidebooks:	1. Guidebook: Radio Soaps for Conflict Transformation (i) (June Year 2); 2. Guidebook: Radio Talk shows for peace building (Sept Year 2); 3. Guidebook: Radio Soaps for Conflict Transformation (ii) (Oct Year 2); 4. Guidebook: Youth Radio for peace building (Feb Year 3)
Audio:	Year 2: SFGC and Radio Netherlands audio; Year 3: Increased African content, 8 audio programmes uploaded (June Year 3)

¹ Terms of Reference (TOR), page 1

² As summarized in the TOR

Contact databases:	Members database (Year 2); experts/trainers database launched (May Year 3)
M&E:	Baseline Study (Oct Year 1), Mid-term review (Sept Year 2), Focus groups for evaluation of the guidebooks (April / May Year 3), External evaluation (Aug Year 3)

The evaluation methodology included both quantitative and qualitative methods.³ In-depth interviews were conducted with registered users throughout Africa, in English and French. Particular focus was given to two sample countries; Kenya and DRC. A total of 146 respondents were accessed for this study, including 119 respondents to the e-survey,⁴ and 92 respondents to in-depth interviews, (62 conducted by telephone and 30 face-to-face during the Kenyan field visit.)⁵ The majority of interviewees (65) had already completed the survey before being interviewed for follow-up.⁶

Key findings and conclusions

In Africa a burgeoning radio sector coupled with an increasing awareness that the media can play a positive role in conflict prevention and peacebuilding has meant that the RFPA project is well timed. In spite of the changes being experienced in the African media landscape, the most powerful media – the radio sector – often still lacks the capacity to fulfill its potential role; and particularly so in peacebuilding. The vast majority of broadcasters interviewed and surveyed made a compelling case for the ongoing need to support radio stations to contribute to peace building efforts in their communities. Respondents revealed a significant level of consensus around ideas about the priority of conflict issues, the need for radio to play a responsible role in peacebuilding, and for stations to receive support to fulfill this role. The most significant reason given by members in Africa for joining the RFPA project was to learn about peace building concepts and to have an opportunity to discuss the subject. The next most important motivation was to learn specific radio techniques and formats to use in peace building.

Membership⁷

The membership of RFPA is a key strength of the project:

- There are 1,579 registered members based in 100 countries
- The membership is diverse (by gender, age, location, broadcaster type and professional roles)
- There are nearly 1,000 African members
- The highest African membership in DRC – 201; then Kenya – 119 and Cameroon - 71

³ Quantitative methods included: e-survey (with comparisons to baseline survey (2004) which provided both qualitative and quantitative data), web stats review, cross referencing data of registered users, and workshop participants by country, usage and other data fields. Qualitative methods interviews with users, observation through on site visits to participating radio stations in Kenya, a validation exercise with the RFPA project team and document review. Sources of information included web statistics, the baseline study, focus group reports, user feedback and other documentation provided by the RFPA project team.

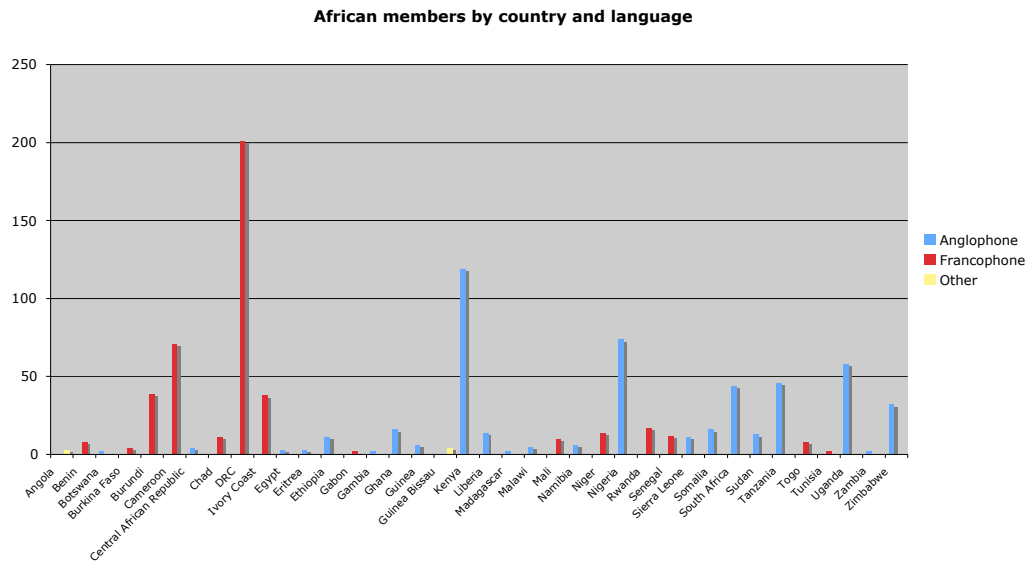
⁴ Respondents were: overwhelmingly male (70%), 41 women completed the survey which represents 34% of the 119; fairly evenly balanced between French (51%) and English (48%) language used; predominantly young – with 42% in the 26-34 age group: fairly evenly spread across geographical locations; countries which included more than ten respondents were: Uganda, Tanzania, Nigeria, Kenya, DRC and the Republic of Congo; the most respondents came from Cameroon (19); The majority (60%) chose to identify themselves as within categories of producer and/or presenter. The next largest category was editor. (22%).

⁵ The details of the in-depth interview respondents include: a gender split of 59 men and 33 women (18 and 12 for Kenya); the average age was 20s – 50s (slightly younger for the Kenyan sample at 20s-30s); interviewees came from 15 African countries : Cameroon – 17, Burundi – 7, DRC – 12, Niger – 2, Rwanda 2, Chad – 1, Congo Brazzaville – 5, Kenya – 30, Tanzania – 7, Nigeria – 3, Uganda – 4, Somalia – 1, Ghana – 1, Zimbabwe – 1, South Africa; interviewees came from a wide range of broadcaster types including private/commercial, community/rural, public/state, and also included media trainers, and representatives of NGOs involved in media for development.

⁶ These included the entire Francophone interview sample, and the majority of the English sample – other than 25 Kenyan members and 2 Tanzanian members.

⁷ Membership figures, as of May 2006.

The geographical distribution of members in Africa is illustrated in the chart below:



Knowledge of peacebuilding radio techniques and formats

The evaluation found that members do have a good level of knowledge about peacebuilding radio, and many feel enabled and empowered by this knowledge. Members acquired greater knowledge of peacebuilding techniques through four main avenues, in the following order of importance/usage according to members:

- 1) Through direct contact with the RFPA project during workshops that were held to explore the themes of youth and talk shows guidebooks, and through other 'personal' contact with the team
- 2) Through the reading of the guidebooks, which have proved to be highly successful and well received by African broadcasters, most often in printed form (accessing the printed guidebooks, or printing them out themselves from the CD Rom or from the site)
- 3) Through receiving email alerts from the RFPA team, which contain useful information about peacebuilding techniques, resources and events
- 4) Through using the website, reading resource material online, and downloading text and exemplary audio content.

Members believe that they were applying peacebuilding techniques before the project began (89% stated this in the baseline survey in 2004), and continue to do so (85% stated this in the e-survey). But in the in-depth interviews, members felt that they used the techniques to a much greater degree than previously. The most used techniques have remained consistent throughout the period, as reflected in responses to the baseline survey and then the e-survey. Users prioritized 'giving attention to all sides', the same as in the baseline survey, and 'promoting understanding between all factions' and the least used techniques once again were 'serving as an emotional outlet' and 'holding leaders to account'.

Broadcasters' knowledge of and choice of formats and themes for applying peacebuilding techniques has been consistent during the project period, with some minor changes: In the baseline study it was stated that 'the most used types of formats in which peace building techniques are used are mainly current affairs and news analysis.' This has changed and, according to the latest e-survey, the formats in which peace building techniques are used vary, with respondents choosing most options, other than sport. In the baseline study it was stated that 'the most popular programme themes in which peace building techniques are used include youth, education, politics and health.' The 2006 e-survey shows that the overwhelmingly popular themes for peace building programmes are youth, education, culture, arts and listener feedback/letter (all with 80-90%).

Use of the project and resource materials

More than 80% of the respondents to the e-survey and interviews find the project useful or very useful.⁸ However in the e-survey, over a third of respondents 'don't know' about the relevance of the RFPA website and resources available via the website (an average of 40-30% choose 'don't know' for each option), which shows a rather equivocal view. It appears that members value the project, and feel that they should use the online resources more, but for a variety of reasons, including problems with internet access, they do not as yet do so fully. This finding should be understood in the context that the project is quite new for many members, who - while engaged with the broader issues and theme of peacebuilding - are not yet very active users of RFPA resources. The most popular uses of the RFPA website according to members are:

- 1) Reading online (80%)
- 2) Downloading and printing text (70%)
- 3) Using the links (50%)
- 4) Listening to audio (42%)
- 5) Others cite contacting the RFPA project team and use of the web community database.

The main grouping of interviewees according to usage is 'regular usage, about once a month.'⁹ In the e-survey, nearly 80% said they used the website to read online. In the e-survey only 2% said that they did not use the website. But follow-up interviews indicate that this is not necessarily correct, and that usage is slow, but gradually building:

Web usage

- **Visits:** The overall number of visits to the website is 50,000¹⁰ at an average of 2,460 visits per month, with an unusually high peak of 3,795 in March 2006 (due to strong email promotion). 15% of all visits (5,233) have been made by users in Africa over the life of the project so far¹¹
- **Unique visitors:** The number of unique visitors coming to the site each month has shown a slight upward trend (between 1,300 and 1,600 each month).
- **New visitors:** The number of new visitors – i.e. those using the site for the first time – has stayed fairly constant at around 1,100 per month, apart from a slight dip in November and December 2005.
- **Return visitors:** This means the slight increase in overall numbers of visitors is accounted for by the number of return visitors – who have all used the site before – increasing slightly from around 300 to over 450 a month.
- **Regular users:** A core group of 450 users appears to be using the site regularly¹²
- Project-wide **download** figures include: 3,803 downloads since the beginning of the project and 250 – 300 downloads each month.¹³
- 732 **downloads** from Africa (as of May 2006),¹⁴ included 61 audio files (mp3) and 354 text files (pdf) and 317 downloads of smaller units of the soap opera manual.
- Downloads by 206 members in 32 African countries, representing a third of the project total.

Examining the download patterns of individual members shows a mixed picture, with 97 - the

⁸ The majority of e-survey respondents (51%) judged the project and project outputs to be 'very useful', with a further 37% judging it to be useful

⁹ E-survey, 2006

¹⁰ Because 18,000 of these are visits from search engines (recorded as spiders), which regularly trawl sites to update their information; the total number of visits to the site is 32,000.

¹¹ There is no way of disaggregating the data to understand whether the proportion of visitors from Africa is increasing or constant.

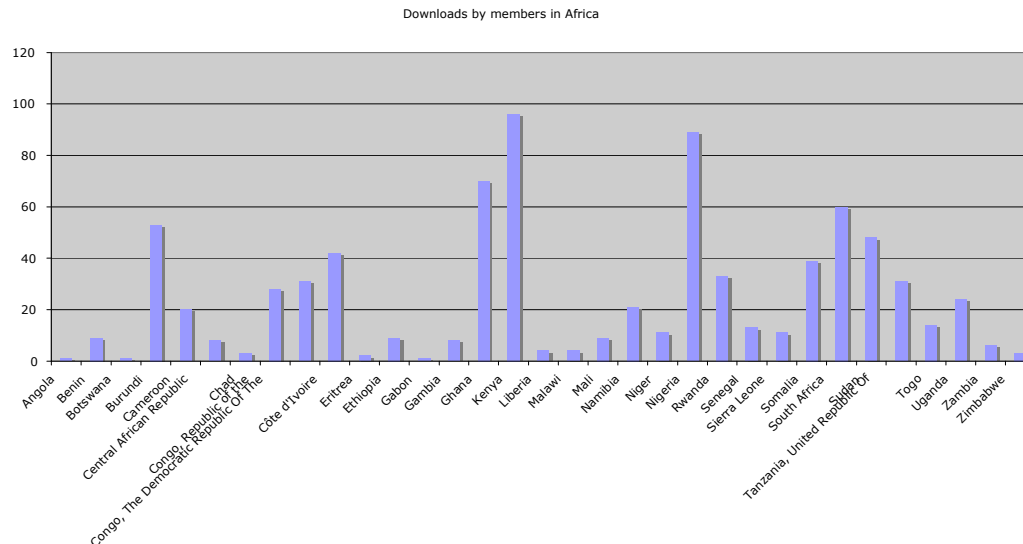
¹² It is not possible to tell whether these are the same people every month.

¹³ The tool records each attempted download rather than successful downloads, so the number of files transferred could be less.

¹⁴ Another figure of African downloads has been presented as a total of 1,210 downloads in all languages (it is unclear if this figure is the more current one from July, or whether it is an inaccuracy.) Reading the download statistics is somewhat challenging due to a number of statistical systems, caution is therefore recommended in concluding the figure for total African downloads is recommended until verified.

majority - of those African members who have downloaded only doing so once, 42 downloading twice and 24 three times. At the other end of the scale four members have downloaded between 14 and 23 files each.¹⁵

Download figures by country show high usage in Kenya, Ghana, Nigeria, and South Africa. These are all relatively well-connected countries, where access to internet facilities is more robust than in many other African countries. The chart below illustrates in which countries downloads have taken place and shows that it is fairly evenly spread:



Usage of guidebooks

The guidebooks are seen as the most relevant resource – with 73% of respondents saying they are either relevant or very relevant. However, the e-survey also shows that around half of the members have not read the guidebooks. When they have read them, they read half or all the guidebook. In the in-depth interviews members who have accessed guidebooks are positive about them, and say that they have used them in a variety of ways, and over 30% have shared them with colleagues.

- Radio Talk shows for peace building: 91 downloads, 27% (read it all), 17% (read over half), 45% (not read); members clearly view this guidebook most favourably, it is the one that most interviewees speak about or recognize – however it is also one that is very new and most interviewees had not yet used it. There were examples however of strong use by producers who were either part of the original Talk show workshop in Burundi or actual Talk show presenters, or media trainers who have a particular interest in using the guidebook for training.
- Youth Radio Programmes for peace building: 76 downloads; according to the e-survey this is the second most popular guidebook (38% have read all or more than half, but 43% have not read it at all.) According to the in-depth interviews individuals with a particular interest in youth programming or in reaching youth for peace building were responsive about the guidebook, however the majority of interviewees had either never or seldom used the guidebook. This guidebook only went online and became available in Year 3, so it's probable that few people have seen or read it.
- Soap Opera guidebook I & II: The most popular download from Africa, 147 downloads split fairly evenly between French and English; members: 17% (read it all), 11% (read over half), 55% (not read). This guidebook (I) received healthy download figures in the first half of the project period (when it was the sole guidebook available) but according to the e-survey and interviews findings it is now the least popular guidebook. (55%

¹⁵ From statistical data provided by RFP team, May 2006: 97 members have downloaded at least one RFP item from the website; 42 members have downloaded 2 items; 24 members have downloaded 3 items; 14 members have downloaded 4 items; 10 members have downloaded 5 items; and 4 members have downloaded between 6-8 items each; 2 members have downloaded 9 items; and finally 4 sizable groups of downloads (between 14 and 23 items per user) have been downloaded by a member.

have not read it, and 28% have read all or more than half.) According to the in-depth interviews this was the least popular guidebook. It is likely that this is less popular now than earlier in the project because a) there are now other guidebook options, and b) it is not centrally targeted at the main type of member – the producer / presenter. Members did not appear to know a great deal about the second part of the guidebook, which is not available as a guidebook but as sections via the website, these have been downloaded extensively however.

Usage of audio

In the e-survey 51% of respondents rated the audio useful or very useful, and 38% unknown;¹⁶ According to the e-survey the majority of respondents (74%) had not listened or downloaded any audio from the website and 40% say they 'don't know' about the relevance of the audio, indicating a lack of engagement with this part of the website.¹⁷ Although members are not sure about the usefulness or relevance of the audio, they are supportive of it, and request more African content. The most popular audio downloads by African members are: Interview Lena Slachmuis - Studio Ijambo (mp3) 17 downloads; Wide Angle: Burundi's Unsung Heroes (mp3) 14 downloads; and Common Ground Experience Pilot 2 (mp3) 10 downloads. The most recognised and talked about audio is the latest African content. Since the audio generated by the project – the Another Africa series and the winners of the RFP competition winners – were only uploaded in mid 2006, it is promising to note that the trend for downloading these files is rising.

Usage of other resources

Contact with the RFP staff is the second most valued aspect of the website, with over 60% of e-survey respondents saying it is either relevant or very relevant.¹⁸ Members value communication very highly, and would like more communication. 79% of respondents to the e-survey state that the 'occasional email information' is either relevant or very relevant.¹⁹ In the e-survey the 'members' database' was given a weak endorsement, with only 33% saying this was relevant, and 19% saying very relevant.²⁰ The third most valued aspect of the website is the links to trainers – 61% saying this is relevant and/or very relevant,²¹ however according to the in-depth interviews there is very little member knowledge about his resource, and very little usage of it. There is a disjuncture between what members' say they want and their exposure and commitment to finding these resources online. Issues of connectivity and under-use of the website are contributing factors in this disjuncture. The 'library' on the site provides links to research and strategic thinking in the field of conflict prevention and radio. This section is one of the most popular according to the e-survey, however it is not assessed as strongly relevant or useful by members. (41% of respondents choosing 'don't know' regarding this resource and its relevance), indicating that there is low knowledge about the resource, but for those who do use it is highly valued,²² usage is mainly for personal study and research.

¹⁶ Question 1 results on usefulness of audio: Very – 34%, Useful – 17%, Unknown - 38%. with similar figures for this question when asked a second time in the e-survey – 48% for useful or very useful and 46% for unknown: Question 2 results: Very – 29%, Useful – 19%, Unknown - 46%.

¹⁷ This question was asked twice in the e-survey, with similar results; with the results of 43% for relevant or very relevant and 47% for unknown for the second question: Question 1 results on relevance of audio: Very relevant – 27%, Relevant – 22%, Unknown - 40%. Question 2 results: Very – relevant 25%, Relevant –18 %, Unknown - 47%

¹⁸ Findings from e-survey on relevance (very 31%, relevant 25%, unknown 31%) and usefulness (very useful 31%, useful 27%, unknown – 31%)

¹⁹ Occasional email information – findings from the e-survey on relevance - Very relevant - 46%, Relevant - 33%, Not relevant / Unknown – 21%.

²⁰ Members database: relevance: Very – 19%, Relevant –33 %, Unknown - 30%; Usefulness: Very –26 %, Useful – 26%, Unknown - 25%

²¹ Trainer /expert database: relevance: Very – 34%, Relevant – 27%, Unknown - 32%; Usefulness: Very –38 %, Useful – 24%, Unknown - 30%.

²² E-mail survey results about the 'Library' resource: Very relevant– 16%, Relevant –29 %, Unknown - 41%; Very useful –20 %, Useful – 25%, Unknown -41 %.

Change in Attitude, Knowledge and Behaviour

Assessment of attitude change

Members overwhelmingly point to change in their attitudes and knowledge about peacebuilding over the past 3 years, and they say they have increased confidence (in peacebuilding techniques and in their personal ability to promote peace). Members consider themselves better informed about peacebuilding and radio because of the existence of the RFPA project. Members point to a generalized increase in 'understanding the concepts of peacebuilding', and say they think about these in their own context, and interpret situations differently because of this knowledge. Members say they now have greater commitment to peacebuilding and radio while their perceptions of the role of media in peace have remained positive and robust. While contextual factors (society, personal, beliefs) are given as the main factors influencing the changes, the RFPA project is credited with contributing a third of this change.

Assessment of behaviour change

Changes in work attitude and behavior that interviewees ascribe to themselves include:

- 1) More balanced reporting - Members describe 'Being more balanced, and showing greater 'Objectivity and awareness of both sides'. Other change includes a change in presenting the 'other side', 'impartiality during interviews', 'consulting others in peace', and 'avoiding biases.
- 2) Greater 'sensitivity', and being 'more careful in use of vocabulary'. Most interviewees say that there has been change in lowering the level of sensationalism in their programming.
- 3) 'Improved presenting' and recognizing the importance of their role as a facilitator and communicator
- 4) Other change includes 'building confidence in people' and greater peacebuilding knowledge and confidence themselves. Members describe being 'better informed', and feeling able increasingly to 'speak from an informed perspective', there is a 'raised consciousnesses.
- 5) One of the most frequent changes in programming that interviewees talk about is an increase in 'creativity'; and greater participation - Other change includes preference for interactive rather than monotone discussions, preference for grassroots.

The main factor influencing change that interviewees emphasized was the local context in which they find themselves, and the process of political or social development. However the RFPA project was said to have an influence of approximately 33%.²³ Members assess the role of the project and its resources as influencing their attitudes, but not yet significantly influencing programme making. When there is change in programming this is attributed mainly to the generalized influence of RFPA on members' attitudes and knowledge about peacebuilding. While a 53% majority attribute no clear influence on actual programme-making. Other members point to anecdotal evidence that there has been a programmatic influence in a number of locations.

Conclusion

It is the conclusion of the evaluation team that the RFPA project has started well in establishing itself as a valuable peacebuilding resource for African broadcasters. It has had an influence in changing broadcasters' attitudes and knowledge about peacebuilding techniques and formats. This in turn has led to the beginning of actual programmatic change on-air in Africa, to the benefit of a wide range of listeners throughout the continent.

In its first two and a half years the project has established a highly valuable membership base of broadcasters engaged in peacebuilding issues in Africa. This membership base is potentially a powerful foundation for continued development of networks of broadcasters who are committed to peace, and who can work with each other and assist one another in

²³ This question 'What percentage of influence has the RFPA had on any changes in your attitude and behavior about peacebuilding and radio?' was answered by 30 interviewees, who each gave a percentage figure – 4x10%, 5x20%, 3x30%, 12x40%, 2x50%, and 4x60 %.)

promoting peacebuilding radio.

The project has been successful in developing an initial range of useful materials, with the guidebooks proving the most popular. The audio materials need further development and, potentially, materials needs to be rationalized in order to prioritize investing in the most useful and desired resources for the membership. The project has begun strongly, and has a solid potential to make a lasting contribution to peace in Africa in the medium and long term.

Achieving project goals

- 1) *To increase the quality and amount of positive broadcasting about conflict in Africa for African audiences:* Building the capacity of African broadcasters to broadcast positive content about conflict for African audiences contributes to achieving this goal. Members give anecdotal evidence that there has been change in how they make programmes, and that this change is partially due to the influence of the RFPA project. The project is reaching its audience in a gradual process, starting with influencing attitudes and knowledge and gradually moving toward directly influencing programme making.
- 2) *To encourage programming formats and the use of tools which promote tolerance and understanding:* The RFPA project is in large part an encouragement to members to think about peacebuilding techniques and formats, an influence in building their confidence in peacebuilding techniques and in their capacity to use these techniques effectively. This is the area of influence that they ascribe to the project most strongly.
- 3) *To alter the quality and type of information people receive through radio, which then influences their behavior -* This is the logical next step in the process of developing peacebuilding broadcasting. At this early stage in the project the emphasis has been on developing a membership base and promoting attitude and knowledge change about peacebuilding radio. Once this becomes further embedded in member stations it will follow that the quality and type of information that audiences receive will be more influenced by peacebuilding techniques and formats, and that consequently these audiences will be positively influenced.
- 4) *To promote tolerance and understanding between different ethnic, religious, language groups:* This goal is at the core of the peacebuilding content that is being made available through the RFPA project. Through the guidebooks, library and audio examples members are being exposed to information and learning about tolerance and understanding between groups; and this is having a direct impact on their attitudes towards reporting conflicts in their own contexts.

Achieving project outcomes

- *That the chosen African radio broadcasters will develop and use new and positive ways of dealing with conflict:* The target African radio broadcasters have increased their use of peacebuilding techniques and formats, in many cases using them with more consideration, more depth of understanding and with more confidence in their own ability and in the ability of others to be conciliatory and peaceful.
- *That African and other radio trainers will have access to materials which will help them and others incorporate positive ways of dealing with conflict into their trainings:* A significant minority of users are Media trainers, and the materials have informed a number of independent trainings of journalists in South Africa, Ghana and other countries.
- *That African radio listeners will get an increase in radio programmes which incorporate peacebuilding elements:* This is similar to the goal above, and is an aspect of the influence of the project that is long-term and developing. Within the first phase of the project it is being partially fulfilled as members apply their improved attitude and knowledge of peacebuilding techniques and formats.
- *That African and other broadcasters will have access to a database of trainers who incorporate positive ways of dealing with conflict into their trainings:* The target audience has access to a online database of experts and trainers in peacebuilding radio.
- *That the participants in the workshops will develop exemplary programmes which will encourage others to imitate the formats and techniques used:* Workshop participants have contributed some programming for sharing with the RFPA community; but this

has been patchy despite the incentive of a competition. It requires alternative strategies to gather this content in the future.

Recommendations

Recommendations are presented according to a) short term immediate needs, b) medium term solutions and c) long-term recommendations.

Short term recommendations	
<p>Improve communication It is vital for the RFPA team to prioritize communication with members as this is one of the most desired aspects of the project as far as members are concerned. The desire for networking is a key motivation for many African participants.</p>	<p>Communication options for consideration include:</p> <ul style="list-style-type: none"> ▪ A listserve or some kind of online platform for interactive communication and networking amongst members and between the project team ▪ Regular email e-newsletter communication ▪ More feedback and presence of members on the site ▪ Improve marketing of new content, through the e-newsletter or other email alerts
<p>Improve existing services and materials It is recommended that the RFPA team focus on further developing the existing resource materials of the project, before moving forward with new content.</p>	<p>Potential improvements include: Improve the website – the members and this evaluation have proposed a variety of improvement to the website which should be considered, especially to improve navigation and use of the site. Re-editing the guidebooks – in order to reissue them as a systematic ‘set’ of guidebooks that can be more easily updated, translated and developed in the course of the project. Develop and market the audio – members need to be introduced to the audio features more effectively, and need to be guided more about what this audio can contribute to their work. Suggested methods for promotion would include more email alerts about new audio content, distribution of audio on CD-Rom, and the uploading of a greater variety of African derived exemplary audio content.</p>
Medium term recommendations	
<p>Development of project strategies</p>	<p>Communication strategy – A communication strategy is necessary to plan and identify all the key communication needs, opportunities and strategies that the project will prioritize in the medium term. For example given the overwhelming popularity of the email bulletins, it would be useful to use that channel to disseminate other materials and to alert members about developments, materials and events Content strategy – A process for continual improvement: the project should have a feedback loop for improving and developing materials, even allowing materials to be ‘updated’ by local facilitators; consideration should be given to developing ‘intermediate’ content which requires users to apply local content and local analysis to prepackaged models. (Examples can be found in the Farm Radio Network and WREN where inserts are shared for packaging). Distribution strategy – There is a need for a strategy for online presentation and distribution. This may include structuring materials into digestible units perhaps using a modular design so that they are easier to negotiate and to download. Improve distribution offline; supporting local distribution; online distribution has to be supplemented with offline communication and networking, similarly, print options and other offline modalities are important as users prefer having material which they can access away from the Internet.</p>
<p>Maximize the ICT potential As the project is using the internet as a central distribution and communication tool it is</p>	<p>The website could be more interactive and dynamic, and could be used for a range of more communicative activities. For example RFPA could also take advantage of opportunities for online collaboration as a learning exercise amongst the stakeholder or user groups for whom this would be most appropriate; the materials could also be developed and distributed using more online learning technologies and approaches. It is not recommended that this</p>

<p>advisable that this usage is maximized and developed.</p>	<p>be a central focus of the project, but as the internet platform is being used, it seems wise to use it to the fullest potential, while at the same time continuing to develop the vital offline project activities as well.</p>
<p>Respond to members' expectations The project team needs to respond to members' expectations of learning and training, as these were clear motivations for people to join.</p>	<p>Training - It is recommended that the team explores and strategies around training, for example exploring modalities for sustained training support and face-to-face capacity building. This means moving away from simply delivering materials in isolation (such as manuals online) but does not necessarily involve implementing costly one-off activities (such as workshops). It requires establishing sustainable mentoring relationships and identifying in-country training partners. Networking / Events - members are clear that they want to meet each other and learn from each other, and this was one of the main expectations of the project. It is recommended that national and regional meetings and events are held and that other events are facilitated by the project, in order to develop more effective networking and knowledge sharing.</p>
<p>Develop strategic partnerships It is recommended that the project develop partnerships.</p>	<p>Radio for Development partnerships – within Africa there are a number of key organizations who are working with broadcasters, these are a good based for development of strategic partnerships; they include broadcasting membership organizations such as AMARC Africa, development and media support organizations such as OneWorld Africa, IWPR, Internews et al; and UN agencies such as UNECA, UNICEF, and UNESCO. Broad partnerships - RFPA could broaden its partnership with development partners so that not only journalists are engaged in this debate. This has the additional advantage of raising awareness in civil society and the public sector of the potential outcomes of the RFPA project. Local partnerships - Broadening local partnerships should have the advantage of providing enhanced distribution and more effective contributions to material development. Training partnership - Develop a strategy for high-impact activities, such as training trainers based in partner institutions aimed at catalysing a network of trainers and institutions with in-depth knowledge and ideas about formats and techniques of peacebuilding radio, and greater awareness of the project. It would be important however to work with training partners who have credibility in the local context.</p>
<p>Long term recommendations</p>	
<p>Decentralize project Two parallel strategies have emerged in response to this factor. The first is to broaden partnerships nationally and transnationally so that the services and support available is more complimentary, and secondly to deepen the engagement in a few sentinel countries.</p>	<p>Develop nodes -There need to be more people on the ground tasked with liaison with the users, and creating a sense of project 'presence' in target countries to facilitate communication and discussion between members. This role might be conceived of as national nodal points. It should be noted however, that some negotiation will be required to ensure that the terms of engagement of the nodal points meet the interests of both the project and the local partner. Sentinel countries -The selection of a few focus countries will address concerns around the scope of the project and the expectations around delivery which have been an issue for the RFPA team. An African office would build political credibility – an African-based project as opposed to a project for Africa- but it would also reduce the transaction costs that would be associated with trying to embed the project in existing networks and increasing interpersonal contact. Involve people in a much more active network, facilitated well and opening up opportunities to work together in a number of ways.</p>
<p>Make a leading contribution to field of African peacebuilding and radio</p>	<p>It is recommended that the RFPA project is positioned in a more visible and influential manner in order to clearly be a leading contribution to thinking and policy about peacebuilding in radio in Africa. Conceptualizing the RFPA registered users as part of a 'community of practitioners' allows SFCG to begin to recognize its potential added value in brokering knowledge in the sector.</p>