

Internews
Humanitarian Information Services
Learning Collection

Humanitarian Radio Module

South Sudan

Part I. Context
Part II. Case Studies



Cover photo:

A community correspondent interviews a woman cooking in the UN House Protection of Civilians site in Juba. Humanitarian Radio provides critical humanitarian information to the crisis-affected community while sharing community perspectives with humanitarian responders.

The Internews Humanitarian Information Services Learning Collection communicates key lessons, best practices, and programmatic methodologies used by Internews' humanitarian teams around the world.

Each module within the Learning Collection includes three parts: Context, Case Studies, and a How To Guide. The How To Guide is usually packaged separately for ease of use.

The South Sudan HIS Learning Collection includes:

- *Boda Boda Talk Talk*
- *Listening Groups*
- *Radio Distribution*
- *Communicating with Communities (CwC)*
- *Humanitarian Radio*



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A Nile FM correspondent gathers community perspectives at an event in the PoC.

Radio as a Lifeline

In any humanitarian setting, information is vital. Access to accurate, timely and relevant information can be the difference between life and death. Alongside humanitarian services such as the provision of food, shelter, water, protection and healthcare, the provision of information to those in need must be considered a basic component of the humanitarian response.

However, information is unique amongst these services, due to the symbiotic role that information plays: humanitarian actors need accurate, relevant information from beneficiaries, just as beneficiaries need such information from humanitarians. Good communication and a two-way flow of information allows beneficiaries to provide feedback and input and, most importantly, it holds aid providers accountable to the affected populations they are there to serve. Internews' experience has generated clear evidence that when information flows between aid providers and recipients is robust, the overall effectiveness of the humanitarian response is improved. Established communications channels play a critical role in this flow of information, whether they are local media outlets or community leadership structures.

In the right political and social environment, a **Humanitarian Radio** station can be an incredibly valuable tool to support a community in crisis and into the recovery and re-development phase. In South Sudan, Internews currently operates three Humanitarian Radio Stations: Jamjang FM (serving Sudanese refugees and host communities in Ajuong Thok camp, Yida, and Pamir in Unity State), Nile FM (serving communities in the Malakal UN Protection of Civilians [PoC] site, Malakal Town, and Wau Shilluk in Upper Nile State), and Kondial FM (in the Bentiu PoC, Unity State). All of these stations began as hyper-local humanitarian information services broadcasting short programs at listening stops throughout the camps and settlements, and gradually increased their production and technical capacities to become full-fledged radio stations. These stations have positioned themselves as a vital information resource for both the community and humanitarian responders, acting to dispel rumors, provide accurate news and information, and support community members in making informed decisions about their lives.

This Humanitarian Radio module brings together all other elements in the Internews' South Sudan Humanitarian Information Services Learning Collection. Humanitarian

Radio heavily incorporates the use of community feedback mechanisms, like **Listening Groups**, to inform and improve program content and delivery. **Communication with Communities (CwC)** practices are vital to the radio station successfully becoming an important conduit between the affected community and humanitarian service providers. "Low-tech" humanitarian information services such as **Boda Boda Talk Talk** can become trusted, reliable sources of information that form the basis for fully operational Humanitarian Radio stations. Lastly, **radio distributions** are key to ensuring communities have a reliable method to listen to the radio station.

Like many of Internews' project models, Humanitarian Radio is a flexible approach, adaptable to different contexts and based on the unique information needs of the affected community. The three parts of this Module will give you a holistic understanding of Humanitarian Radio projects in South Sudan, and what the team has learned over three years of implementation.

This document contains Parts I and II. "Part III. How To Guide" can be downloaded [here](#).

"Part I. Context" describes the information and media landscape in South Sudan and the value of Humanitarian Radio as a tool for communicating with communities in a broad range of humanitarian scenarios. It also discusses how Humanitarian Radio promotes accountability and transparency for humanitarian agencies responding to crises.

"Part II. Case Study" focuses on two Humanitarian Radio stations: Nile FM in the UN PoC in Malakal, and Jamjang FM in the Ajuong Thok refugee camp. The case studies also cover challenges and lessons learned in order to offer recommendations for future Humanitarian Radio projects.

"Part III. How To Guide" provides a step-by-step methodology for establishing, equipping, running and closing down your Humanitarian Radio station.

The Humanitarian Radio Module was designed by the Internews South Sudan team. It is part of the Internews Humanitarian Information Services Learning Collection, which communicates key lessons, best practices, and programmatic methodologies used by Internews' humanitarian teams around the world.

Humanitarian Radio

Part I. Context

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Launched 10 days after the conflict began in December 2013, Mingkaman FM still provides vital information to thousands of people who have fled fighting in nearby Bor town. It is now considered a community radio station, serving the longer-term information needs of the community.

► Introduction to Part I

Part I. Context aims to equip you with a clear understanding of the theory and rationale behind implementing a Humanitarian Radio project in your location. It describes the dynamics of the South Sudanese political and humanitarian context after the conflict began in December 2013, including the need for hyper-local and hyper-responsive humanitarian information services that could serve the hundreds of thousands of people displaced around the country, both within formal settlements and surrounding villages and towns. This section also explains the importance of information and Communicating with Communities (CwC) in an emergency, key principles within Internews' humanitarian information approach.

While Part I focuses on the “why” behind the project, Part II will focus on the implementation of Humanitarian Radio in Ajuong Thok and Malakal. Make sure to read on for more!

► Preface

Internews has operated in South Sudan since 2006. When the current five-year USAID-funded project titled “i-STREAM” (Strengthening a Free and Independent Media in South Sudan) was awarded in October 2013,¹ Internews was supporting five stations, including Eye Radio in the nation’s capital Juba, and four community radio stations.

Internews launched its first Humanitarian Radio station in South Sudan in Mingkaman, just 10 days after the outbreak of fighting in the country in December 2013. The station provided vital information to thousands of people who had fled fighting in nearby Bor town. This Humanitarian Radio station has now evolved into a fully-fledged community radio station.

In 2014, the Malakal *Boda Boda Talk Talk* project operating in the UN Protection of Civilians site (PoC) also evolved to become a Humanitarian Radio station when anecdotal information surveys showed a need to expand the service to provide timely humanitarian information to nearby Wau Shilluk and Malakal town.

¹ Awarded in October 2013, the i-STREAM program is a USAID-funded project to strengthen the independent media sector in South Sudan. The goal of the five-year program is to: strengthen a free and independent media in South Sudan, with an emphasis on the independent radio sector, by supporting the transition to self-sustainability of five currently funded USAID-supported local partner radio stations and focusing on improving the professional preparation of journalists, the economic self-sustainability of media houses, the enabling environment for a free media, and the support institutions for a freer media.

In 2017, Internews launched two additional Humanitarian Radio stations, the first servicing the information needs of the Sudanese refugee population living in Yida, Ajuong Thok, and Pampir, a settlement and two refugee camps in the northern part of Unity State.² The second station to launch, Kondial FM, represents the evolution of the Bentiu *Boda Boda Talk Talk* project into a Humanitarian Radio station that services the IDP population living in the PoC and the growing returnee populations in Rubkona and Bentiu town.

Both the Malakal and Ajuong Thok humanitarian radio projects will be discussed in greater detail in Part II.

► Abstract

Internews believes that access to information is a human right, and a fundamental prerequisite to empowering affected communities to access services, take control of their survival and participate in their own recovery.³ Since the 2004 tsunami in Indonesia, Internews’ Humanitarian Information Services (HIS) have worked to provide people in emergencies the information they need to access aid and make informed decisions. HIS projects focus largely on providing useful, actionable information for people affected by disaster (also described as “Information as Aid” or “News-You-Can-Use”), based on the principle that information and communications are as critical as other forms of humanitarian aid.

HIS projects apply an approach known in the humanitarian sector as Communicating with Communities (CwC). CwC emphasizes going beyond one-way messaging to the population, but listening, discussing, engaging, and reacting to what affected people have to say. The HIS model is based on two-way information exchange and closed feedback loops. First, HIS projects source information from humanitarian agencies. These messages tend to be more directive or top-down and involve telling people how to access aid or lifesaving services or informing them about the outbreak of disease. This information set is more likely to prevail at the start of the crisis when the need to get information out quickly is paramount. However, every top-down one-way-message, even the clearest and simple, provokes a series of questions from the crisis-affected community. Therefore it is important to set up a second channel - from the affected population back to the humanitarian community - as soon as possible to minimize rumor, confusion, and misinformation. This can ensure the relationship between service providers and the affected population remains open, transparent, and accountable right from the start. This is a continuous information feedback loop. Information sent, information received, questions asked and more information sent.

As such, much of the information circulated by the HIS model is sourced from affected people voicing their opinions and raising questions and concerns about the humanitarian response. Sourcing and collating this material is a critical part of the aid response in terms of engagement and accountability but requires dedicated time and resources, as well as a commitment from humanitarian agencies to listen and respond to this kind of feedback.

² In December 2015, South Sudan’s President Salva Kiir issued a decree dissolving the nation’s 10 regional states and establishing 28 new states in their place. In January 2017, President Kiir decreed a further subdivision of the country from 28 to 32 states. To avoid confusion, this report uses the names of the 10-state system.

³ Internews, “Humanitarian Communications,” <http://www.internews.org/global-issues/humanitarian-information>



Humanitarian Radio provides a platform for Communicating with Communities (CwC): going beyond one-way messaging to the population, but listening, discussing, engaging, and reacting to what affected people have to say.



The launch of Kondial FM attracted hundreds of community members and humanitarian representatives. Humanitarian Radio stations in South Sudan are typically beloved as one of the very few information sources available to communities. In most cases, the stations are the only source of hyper-local information, designed to respond to community feedback and provide independent coverage of the humanitarian response.

► Radio as a Lifeline: The South Sudan Context

Radio is the most trusted and most popular medium for communities across South Sudan. In 2013 and 2015, Internews commissioned the first nationally representative media surveys shedding light on South Sudanese media access and consumption.⁴ According to the 2015 findings, roughly one in three (34%) respondents reported never having accessed any kind of media or device in their lives, whether radio, television, newspapers, internet, or mobile phones. 27% reported having access to one type of media or device; most often, respondents reported that this one type was the radio. 51% reported having ever listened to the radio, making it the most commonly accessed type of media.

Yet, since the conflict began in December 2013, numerous radio stations have been destroyed, including in Leer, Bentiu, Malakal, Nasir, and Bor. Mobile phone networks and other communications infrastructure have been destroyed or have fallen into disrepair due to the economic crisis. South Sudan's dramatic return to war has torn the country apart, putting an estimated 7.6 million people in need of humanitarian assistance, causing the internal displacement of more than 2 million people, the deaths of tens of thousands, and a food crisis of epic proportion. Where people could afford to do so they became refugees and fled across borders, largely into Ethiopia, Uganda, and Kenya. Populations have been displaced to areas devoid of any information and media, including settlements inside and outside United Nations Mission In South Sudan (UNMISS) military bases. Those seeking shelter in these UN Protection of Civilians (PoCs) sites are principally made up of the poorest and most vulnerable that could not afford to flee the fighting elsewhere.

⁴ Forcier Consulting, "We're Still Listening: A Survey of the Media Landscape in the Accessible Areas of South Sudan in 2015," https://www.internews.org/sites/default/files/resources/Internews_SouthSudan_StillListening_2015.pdf.

"South Sudan National Audience Survey: A Nationally Representative Assessment on Radio Listening Habits with Key Findings in Five Booster Areas for Internews Stations," (September 2013) https://internews.org/sites/default/files/resources/InternewsSouthSudanAudienceSurvey_web2013-10-31.pdf

Given the nature of the ongoing conflict and the limited access to displaced communities, humanitarian agencies and resources inside South Sudan have heavily focused on these PoCs. In early 2014, with tensions high, the rumor-mill rampant, and the humanitarian situation rapidly declining, it was clear that a timely, trustworthy and conflict-sensitive source of information was urgently needed. It is within this context that Internews' Humanitarian Information Service (HIS) project "Boda Boda Talk Talk" (BBTT) was born.⁵ Two of these BBTT sites have now evolved into fully-fledged humanitarian radio stations to better serve the information needs of both the internally displaced people living within the PoCs and the spontaneous settlements in towns and villages nearby.

As the conflict in South Sudan progressed, unrest was also fueling the displacement of refugees from Sudan's South Kordofan region across the border into South Sudan's Unity State. While this conflict started in 2011, the lead up to the 2015 Sudanese National elections saw an increase in violence and allegations of bombings in the area. Around 100,000 refugees now live in the community of Yida and two refugee camps in Ajuong Thok and Pamir. The three sites are several days' journey apart by bus, and there is little to no access to media. In January 2016, Internews undertook an assessment mission to the region which determined that the population was acutely information-starved, with no access to a phone network, no radio station that reached the area, and no television signal or internet connection. Residents of the remote Ajuong Thok camp were the most isolated, with several people commenting that they had radio sets but threw them away or did not use them because they could not hear anything when they turned them on (and therefore assumed the radios were broken).

In response to these evolving information needs across South Sudan, Internews has built and supported community radio stations and humanitarian information services (HIS) in the most remote and challenging locations since 2006. In Mingkaman, 10 days after conflict erupted in 2013, Internews brought in emergency "radio in a box" equipment and was able to quickly erect a station to broadcast to a population of 100,000 people. This expertise and deep in-country experience has inspired the transformation of hyper-local BBTT projects into full-fledged Humanitarian Radio stations, the addition of new humanitarian information projects across the country, as well as the addition of new community radio stations to serve new settlements and host communities.

► What is Humanitarian Radio?

In contrast to traditional radio broadcasts that typically aim to appeal to a wide audience, **Humanitarian Radio focuses specifically on life-saving information and helping humanitarian agencies communicate directly with beneficiaries.** A Humanitarian Radio audience has often (but not always) been displaced from their homes by conflict or natural disaster, and therefore needs timely, accurate information to make lifesaving decisions (e.g. where and how to access food and clean water, how to recognize the symptoms of a disease outbreak, or how to reunite with family members).

The audience for a traditional radio station may include people also experiencing a humanitarian crisis. The aim of a traditional broadcaster is to provide timely and accurate news on a variety of topics to keep their audience informed. This information is also used to make decisions (perhaps it may alert listeners to political turmoil or even an oncoming weather pattern that could cause an emergency), but the focus of traditional broadcasters is often too broad to address

In many countries, radio is increasingly viewed as an outdated or dying form of media. However in a humanitarian crisis, radio is often the most efficient way to engage and deliver lifesaving information to affected communities.

⁵ The South Sudan HIS team has created an entire BBTT Learning Module, accessible here: <https://www.internews.org/bbttlearningcollection>

complaints such as, “why is the latrine in sector 4 clogged?” or “I’ve lost my ration card, can I borrow my brother’s card to get food?” If a traditional radio station focus too closely on these issues, it may inadvertently exclude listeners in other areas that may not be affected by the crisis at hand.

Broadly, there are four categories of radio broadcasters. State radio, as the name suggests, is owned and run by the state or the national government. The information is often biased towards government priorities and lacks independence. The second category is public service radio, which may be a service funded by the state but operated independently with the freedom to maintain a balanced approach to news making. Commercial radio stations are independently owned or owned by media corporations, and rely on a commercial profit in order to maintain the service. Therefore commercial radio stations create content that will attract both listeners and advertising revenue. The final radio category can be loosely described as “community radio,” which typically describes a radio station owned and operated by listeners/the community it exists in, or Humanitarian Radio, whose focus is to provide for the specific information needs of that community for a temporary period. **Both community radio and Humanitarian Radio hold the information needs and the participation of the community at the core of all decision making.** These radio stations work to reflect and promote local identity, character, and culture, in addition to celebrating a diversity of voices and opinions on air (including the most marginalized in the community).

The editorial principles of a Humanitarian Radio station also stand in contrast to a traditional broadcaster. While both styles of broadcasters agree on the fundamental editorial principles of fairness, accuracy, independence, and impartiality, Humanitarian Radio stations aim to provide “news you can use,” or more simply put, actionable information that directly benefits the population. While a traditional broadcaster may inform you that a flood has occurred, a Humanitarian Radio station will tell you how to stay safe from floodwaters, connect with family members in that area, find shelter and register for assistance.



Humanitarian Radio uniquely focuses on life-saving information and helping humanitarian agencies communicate directly with the affected community.

Humanitarian Radio editorial guidelines may also include a clause preventing the airing of any news relating to politics or religion or information that may destabilize the population. A Humanitarian Radio news bulletin includes hyper-local updates on the delivery of food for an upcoming food distribution event or the incidences of admissions to the local hospital, rather than the traditional news bulletin that covers socioeconomic or political development. There are some instances where political news might be reported on a humanitarian station; for example, in South Sudan in 2014 peace talks were held in Addis Ababa in an attempt to end the conflict. Nile FM provided regular updates to listeners in the PoC and surrounding areas on the peace talks to better explain the process and the possible implications. Still, in these cases political news is reported from a humanitarian angle where the journalist offers information that the audience needs to know about the event to plan for their lives.

In addition, Humanitarian Radio relies heavily on community input to survive. By incorporating fundamental Communication with Communities (CwC) principles, it aims to start a discussion with the community about the issues affecting them, rather than simply broadcasting information at them. Through extensive consultation, the community is also heavily involved in shaping the sound of the program and the entire process of creating and running the station. Many stations may choose to form a Community Advisory Board and organize Listening Groups to give ongoing feedback on station content, program quality, and issues affecting the community. In addition, the service recognizes the adaptive resourcefulness of local people and builds opportunities to develop critical skills. **Humanitarian Radio stations recruit journalists or trainee journalists from the very community the station aims to serve.** In this way, community capacity is developed and information is delivered in a way that is tailored and understood by the community.

Humanitarian Radio stations also deliberately create direct links between humanitarian service providers and their beneficiaries. The stations effectively humanize both the humanitarian community and the beneficiary population by facilitating dialogue, sharing experience, and building trust. The service is born directly out of the community’s need for vital information, and the need for humanitarian agencies to deliver accountability.

The stations facilitate humanitarian access to the community in a number of ways, including by updating the community about humanitarian activities through news bulletins, better explaining humanitarian issues and processes through long-form interview programs and panel sessions, and providing direct feedback to humanitarian organizations on the quality of assistance and concerns through talkback programming. At the same time, these “call-in” programs give the community direct access to humanitarian actors working in their community. Traditionally, this access is something only enjoyed by community leadership groups or the elite members of a community. Call-in radio allows the most vulnerable and marginalized in a community equal access to the organizations making decisions that affect their lives.

While traditional broadcasters are designed to be a long-term solution to the information needs of a community, **Humanitarian Radio stations, like all humanitarian measures, are designed to be fast-acting, responsive, and temporary.** Just as a food distribution addresses an urgent food shortage but is not intended to be the solution to a community’s ongoing food supply, Humanitarian Radio is designed to address urgent information needs. This temporary nature may affect the technology used in construction (i.e. a small “radio-in-a-box” system might be used instead of a full-scale transmission with repeater stations), the focus of the staff training, as well as the government permissions needed to establish the station. With that in mind, a successful Humanitarian Radio station should, as part of the program planning, anticipate whether it may be closed and handed over to trusted broadcasters when and if the humanitarian need diminishes and the crisis moves into a recovery or development phase.

Humanitarian Radio

Part II. Case Study

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The HIS team in Bentiu took the successful *Boda Boda Talk Talk* project in the PoC and transformed it into a full-fledged Humanitarian Radio station, Kondial FM.

► Introduction to Part II

Part II. Case Study describes the experience and lessons learned from implementing Humanitarian Radio projects in the UN Protection of Civilians (PoC) site in Malakal, Upper Nile State and within the UNHCR Sudanese refugee camp in Ajuong Thok, Unity State.¹

This section begins with a brief introduction to the problem: how to provide timely, trustworthy, and conflict sensitive information to people in a humanitarian crisis? The Malakal and Ajuong Thok sites each presented their own unique challenges, given their respective geography and demographics. With this context in mind, we then describe the project, including key features of the project design, structure, program production, and relationships within the humanitarian community.

The main focus of Part II is adaptive programming: what were the issues and challenges faced by the project, and what did not work? More importantly, how did the team adapt the project? What were the key changes and corrections made as implementation progressed? These lessons are particularly informative for highlighting how, and why, the Humanitarian Radio projects evolved to their current forms. Lastly, this section concludes by offering advice and recommendations for similar projects.

For guidance on how to apply these lessons in setting up a Humanitarian Radio project in any location, please download Part III of this Module [here](#).

¹ In December 2015, South Sudan's President Salva Kiir issued a decree dissolving the nation's 10 regional states and establishing 28 new states in their place. In January 2017, President Kiir decreed a further subdivision of the country from 28 to 32 states. To avoid confusion, this report uses the names of the 10-state system.



The Malakal PoC is prone to flooding, which heightens the risk of water, sanitation and health issues. It also makes movement throughout the site extremely challenging.

► Nile FM

► Case Study Location – Malakal PoC

The city of Malakal is located in the northeast of South Sudan in Upper Nile State, close to the border with the Republic of Sudan and Ethiopia. Before the beginning of the conflict in 2013, it was the second largest city in the country, but by October 2015, the town had exchanged hands between Government and Opposition forces twelve times. Fighting has destroyed much of the town, forcing the population to relocate to the United Nations Protection of Civilians (PoC) site, neighboring Wau Shilluk, and further on to other parts of the country. As of March 2017, there were more than 30,559 civilians living in the Malakal PoC.

Reflecting the demographics of the city of Malakal, the PoC site is majority Shilluk with substantial numbers of Nuer. Until February 2016, the camp also included a population of close to 5,000 Dinka residents who left following an escalation of tensions with the Shilluk community. Communal tensions also exist between Shilluk and Nuer populations, who are perceived to be on opposite sides of the war, and driven by a range of past grievances related to land and resource struggles.



Outside the PoC, these communities have long struggled with inter-communal violence caused by cattle raiding. Thousands of homes have been destroyed and many people are unwilling to return after being displaced multiple times by repeated attacks. Conditions inside the PoC have also been challenging. Before the site was rejuvenated in 2015, several instances of heavy flooding ruined shelters, increased the risk of sanitation issues and waterborne diseases, and hindered free movement to access services and exchange information within the site. Just outside Malakal, the small village of Wau Shilluk

(home to around 3,000 people before the conflict) became a temporary settlement for up to 60,000 displaced people at times. Ongoing security concerns have severely hindered humanitarian access to Wau Shilluk for long periods of time.

► The Problem

Access to timely, relevant, accurate information in Upper Nile became severely limited following the beginning of the conflict in 2013. The local radio station in Malakal town, operated by the Catholic Radio Network (CRN), was looted and all equipment was destroyed. The CRN radio station was then unable to come back on-air due to the continued threat of insecurity in Malakal town. While radio owners living within the camp and surrounding towns and villages reported listening to the UN radio station Radio Miraya, along with Radio Tamazuj and the BBC World Service, none of these broadcasters provided hyper-local information about issues within the region, humanitarian services, or gave residents regular access to humanitarian agencies and decision makers.

There was a clear need for better quality humanitarian information. A baseline assessment conducted by Internews in August 2014 found that IDPs who lived in the PoC required more information for decision-making purposes: only a third of people (36%) said they had “all” the information they needed, while just under half (48%) said they only had “some” or “none.”²

There was an information blind-spot and an acute need for two-way communications. The gap was most felt in June 2014 when a cholera outbreak occurred in Wau Shilluk (formally a village with 3000 people

² Internews, “UNMISS POC Site – Malakal, Baseline Assessment: August 2014,” http://internews.org/sites/default/files/resources/Internews_Malakal_Baseline_August2014.pdf; “UNMISS PoC Site – Malakal, Wave 2 Assessment: January 2015,” http://internews.org/sites/default/files/resources/Internews_malakal_btt_assessment_wave2.pdf



A Boom Box Talk Talk correspondent gathers interviews in the Malakal PoC.

that expanded into a 5km stretch of tarpaulin shelters for 60,000 people along the Nile). There was a need to get information to and from communities and humanitarian actors, but the absence of radio as a cost-effective and efficient method to do so proved a huge hurdle. Live radio—with its broad coverage, greater range, and local languages—would have provided a platform for discussion, accountability and conversation between agencies and communities. It was clear that a Humanitarian Radio station driven by Community Correspondents would provide a service to reach people outside of the PoC, as well as provide services across clusters including camp management, protection, health, and nutrition.

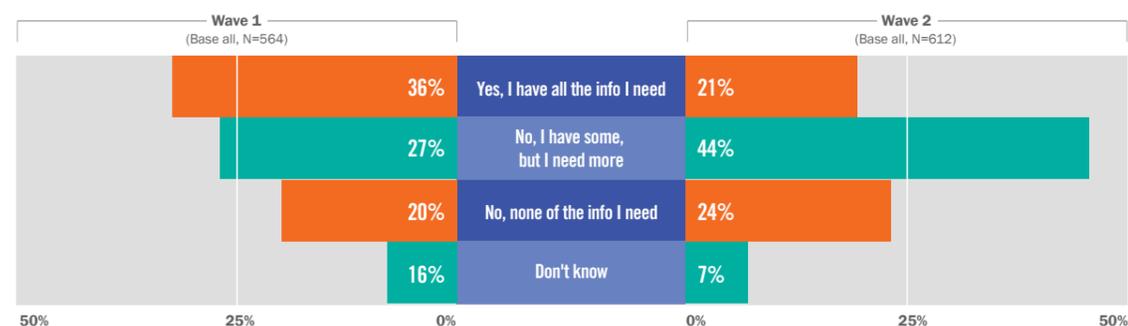
As the conflict progressed and greater numbers of people sought shelter in the PoC, a lack of effective NGO engagement and community consultation contributed to growing tensions both inside and outside the PoC. The reliance on mobile phones and “word of mouth” as the most common methods of communication exacerbated this even further, with nothing but the government-run state radio sporadically functional.

Humanitarian agencies in charge of camp management generally work through community leadership structures to deliver information and messages. These structures tend to be largely male-dominated groups with little representation from women or youth. The leaders often do not adequately reflect the views of the wider community and do not effectively relay information back to their communities. In Malakal, the leadership group was originally appointed by UNMISS (the United Nations peacekeeping mission in charge of the PoCs), but had little visibility and accountability with the community. Ongoing leadership struggles added to the rumor, conjecture and often unrest throughout the site with various groups becoming increasingly political. In addition, insecurity created a breakdown in the normal cultural and social structures that maintained community order, and there was an increase in children and the elderly being abandoned. This backdrop meant that the need to share information with women, who are the primary caregivers and health caretakers, increased dramatically.

In July 2014, Internews launched a Humanitarian Information Service called **Boom Box Talk Talk (BBTT)** in the Malakal PoC to address the lack of humanitarian information reaching the affected community. As with Internews’ BBTT programs in other PoCs, the program delivered life-saving information to the IDP and host community living inside the PoC and in Wau Shilluk through a professionally-produced audio program made by Community Correspondents recruited and trained from within the PoC. The service was designed as a platform for discussing issues, sharing ideas, and asking questions of each other and agencies. Two 20-minute programs were recorded onto USB sticks and played on speakers and megaphones at various locations within the PoC every week. The project also formed Listening Groups that provided regular feedback to the project on issues of concern in the community, program quality, and questions for other humanitarian organizations operating within the site.

One month after BBTT was launched, in August 2014, a first wave (Wave 1) of surveying on information needs was conducted. A second assessment, Wave 2, was conducted in January 2015 to further investigate the information needs in the area and ascertain the impact that BBTT had provided residents in the PoC.

Malakal IDPs who have required information for making good decisions



While providing evidence that BBTT was already achieving significant impact within the PoC, the research showed that many IDPs still lacked an adequate amount of information for decision-making purposes: in Wave 2, only 1 in 5 (21%) said they had “all” the information they needed, while two-thirds (69%) said they only had “some” or “none.” When compared to the figures for this same question in Wave 1, these statistics suggested that information needs had become more acute in this six month period. Notably, from Wave 1 to Wave 2, access to radios for IDPs living in the site actually declined, from 58% to 45%. This likely reflected the extensive loss and damage to personal belongings due to intense flooding that affected the camp during this time.

Most importantly, the research made clear that the information needs expanded beyond the PoC. Internews began planning for a Humanitarian Radio station to reach IDPs living in informal and spontaneous settlements all along the River Nile, as well as members of the host community in Malakal town and nearby villages.

► The Project

The process of establishing the “radio-in-a-box” emergency community station in Malakal PoC commenced in earnest during the month of January 2015. During this month a number of meetings were held in and out of the humanitarian hub between Internews, UN Office for the Coordination of Humanitarian Affairs (OCHA), the Camp Coordination and Camp Management Cluster (CCCM), IOM and DRC the camp managers. All partner agencies were fully supportive of the radio station, with IOM providing space in sector II of the humanitarian hub and UNOCHA facilitating discussions and meetings with state government officials.

In the second week of January 2015, a meeting was organized by Internews and the State Government’s Ministry of Telecommunication, Information, and Broadcasting, facilitated by the South Sudan Relief and Rehabilitation Commission (RRC) Malakal County. The objective of the meeting was to seek both the blessing and support of the government of Upper Nile State and the Ministry concerned. The Upper Nile State Government was represented during the meeting by the Director General, Ministry of Telecommunication, Information and Broadcasting. During this meeting, the State Government was notified of the plan by Internews to establish Nile FM.

The Upper Nile State Government fully supported the establishment of Nile FM, covering the Malakal PoC (estimated population at the time of 32,000), Wau Shilluk (estimated population of 43,000), and Malakal town, Detang, Ogod, Makal Shilluk, Lelo, Canal, Warjwok and Nakdia (with an estimated combined population of over 100,000 people).

On-air since February 2015, Nile FM is a Humanitarian Radio station that aims to provide a bridge between the information and engagement needs of the IDP community and the service delivery and accountability needs of humanitarian partners working within the Malakal PoC site and surrounding areas. At the heart of this project is a commitment to an open two-way dialogue between the community and the various humanitarian agencies responding to the needs of the people. In this model, beneficiaries are encouraged to be active participants in all stages of the policy and decision-making process.

The radio station broadcasts on 98.0FM, 14 hours a day, 7 days a week with a range of approximately 25-35 kilometers. The broadcast language is Arabic. The station is located within the humanitarian hub located inside the PoC site just outside of Malakal town. The station has an estimated audience of 100,000 people living within the PoC, Malakal town, the Wau Shilluk settlement, and surrounding villages. Programming varies in content and focus, including education, health, agriculture and other important issues, as well as music, sports, and entertainment. Formats range from news and magazine programs, to talk shows and special coverage.



Two Nile FM correspondents practice how to use a recorder.

Through their active participation in the project, the audience is provided with relevant, accurate, timely information, enabling them to make choices and decisions about their own lives. Nile FM updates the affected community on services and aid provided by various humanitarian agencies and provides a platform for people to share their experiences and feedback relating to camp conditions and humanitarian services. The program also gives space to the community to share their personal messages, including messages of peace and encouragement, and ask questions directly to representatives from humanitarian agencies working on the site. Nile FM acts as a useful accountability mechanism for the NGOs and community who use the service to gather feedback and gauge the views of listeners.

Staff

As the *Boom Box Talk Talk* project was already operational in the site, the staff were retained to be involved in the new Nile FM project. As in other HIS projects, Internews ensured that the majority of staff were from the affected community itself. As such, ten staff were recruited from the PoC in Malakal, and three staff were later hired to report on events in Malakal town as the security situation improved. The team attempted to hire staff in Wau Shilluk, but due to ongoing insecurity, this was not possible.

The Nile FM audience is unique in that it represents three large and distinct ethnic groups: Shilluk, Nuer, and Dinka. To ensure that the radio represented all three communities and that the team included staff that could speak all the common local languages, staff were recruited from all three groups. Many of the staff recruited were young students; some had aspirations to be journalists and others had NGO community mobilization experience. Others were previously unemployed.

Initially, computer and basic journalism training was provided by South Sudanese trainers. This ensured that the initial learning steps could be completed in Arabic, a neutral language well-understood by the whole team. Of the ten staff initially hired, 9 had never used a computer at all, so an intensive training program was developed (including ongoing Saturday training sessions) to help the team increase their skills to a level where they could comfortably use basic word processing and audio editing software as well as use the internet for research and email communication.

In addition, staff received intensive training on conflict sensitive journalism to help them understand their own power of mediation and reconciliation in a tense atmosphere.

As the team progressed, Internews brought in an international Humanitarian Journalism Trainer. This gave the team access to a broader range of skills while at the same time encouraging the team to expand their English skills, a necessity when interacting with humanitarian partners. Specific roles were then assigned to the team including:

- News and Program Editor
- Community Correspondents
- Information Officers
- Operations Officer
- Humanitarian Project Manager (International role)
- Humanitarian Journalism Trainer (International role)
- Communicating with Communities (CwC) Advisor (Temporary International role)

The News & Program Editor (NPE) is responsible for the station's general output, including news, general information and entertainment programs. The NPE is responsible for leading the daily production meeting as well as determining the mix of content required for news and programming for the day. The morning editorial meeting covers news stories and program items as well as general information items in other programs. This meeting includes all correspondents so they are aware of the plans for the day and can share tips and production ideas. The News & Program Editor edits all news bulletins and program material. The Radio Community (TRC) Network Editor has final editorial sign-off for all news material.

The Project Manager works closely with the Nile FM programming team to produce more in-depth humanitarian programming and public service announcements (PSAs). The Project Manager also works closely with the News & Program Editor to review all content before it goes to air. The Project Manager plays an important role in ensuring the team meets all Monitoring and Evaluation requirements and acts as an overseer of all operations relating to the project site. They also play a crucial role in mainstreaming Communicating with Communities (CwC) and Accountability to Affected Populations (AAP) approaches in humanitarian programming through continuous engagement with humanitarian actors, feedback analysis, and Listening Groups.

Community Correspondents from the news and program teams produce program material. This includes news bulletins, features, programs, PSAs etc. They work with and are advised by the Humanitarian Journalism Trainer and CwC Advisor.

The Information Officer's role is to supplement the feedback being gathered through talkback, SMS interaction with the station, and Listening Groups to include more in-depth feedback collection from the community. The Information Officer investigates new opportunities for feedback and interaction with the station and collates all feedback into a tracker that is shared with the Project Manager. Nile FM currently has one Information Officer.

The Operations Officer is responsible for the operational day-to-day running of the station. This role ensures that supplies are ordered in a timely fashion and works with the Head of Operations in Juba to negotiate the delivery and sourcing of items needed to run the station. The Operations Officer also maintains a running inventory of station materials and ensures all station property is kept in a secure place and well-maintained.

The Humanitarian Journalism Trainer works to train all Community Correspondents in the skills required to become professional radio journalists for Nile FM. While the focus of training is the development of professional journalistic skills, conflict sensitive journalism techniques, and ethics, the HJT also works with staff to improve computer literacy and any other skills that may benefit their work. The HJT is also responsible for coordinating with the Internews head office in Juba to arrange for expert trainers to visit and provide additional specialized training.

Humanitarian Information Services Learning Collection

Part II: Case Study

The CwC Advisor leads the capacity building of the Community Correspondents and Information Officers in CwC techniques. They also focus on mainstreaming CwC within the humanitarian community by conducting targeted advocacy and organizing trainings and workshops for humanitarian partners on the importance of CwC, CwC tools and techniques, and incorporating CwC into ongoing humanitarian programs.

Editorial Guidelines

The Nile FM Editorial Guidelines were developed in conjunction with the Humanitarian Director and the Project Manager to reflect core journalism values. While the team already had a strict rule of “*siasa marfouk*” meaning “No politics allowed,” the guidelines further cemented the humanitarian nature of the project. After the new guidelines were implemented, the staff were given a chance to discuss and ask further questions about how they would fit into everyday work.

Nile FM Editorial Guidelines:

- All information broadcast should be accurate
- All information must come from credible sources
- Facts should be verified by two or preferably three sources
- All opinion and reported speech must be attributed
- All points of view should be represented – all those involved or affected by an item must be given an opportunity to respond or contribute
- All decisions to broadcast material, music, adverts, and PSAs are made independently without influence from any one individual or organization
- No material must be broadcast if it includes: propaganda for war, Incitement of imminent violence, advocacy of hatred that is based on race, ethnicity, gender or religion

“After the fire incident, I thought I lost two of my daughters. For three nights, I was not able to sleep. I did not know what to do and I was not aware how to find them. My neighbors were listening to Nile FM and they told me that I could talk to INTERSOS [lost children desk]. I found them. I thought all radio stations talk about politics and I hate them. Now I am listening to Nile FM regularly. They don't talk politics but they talk about us.”

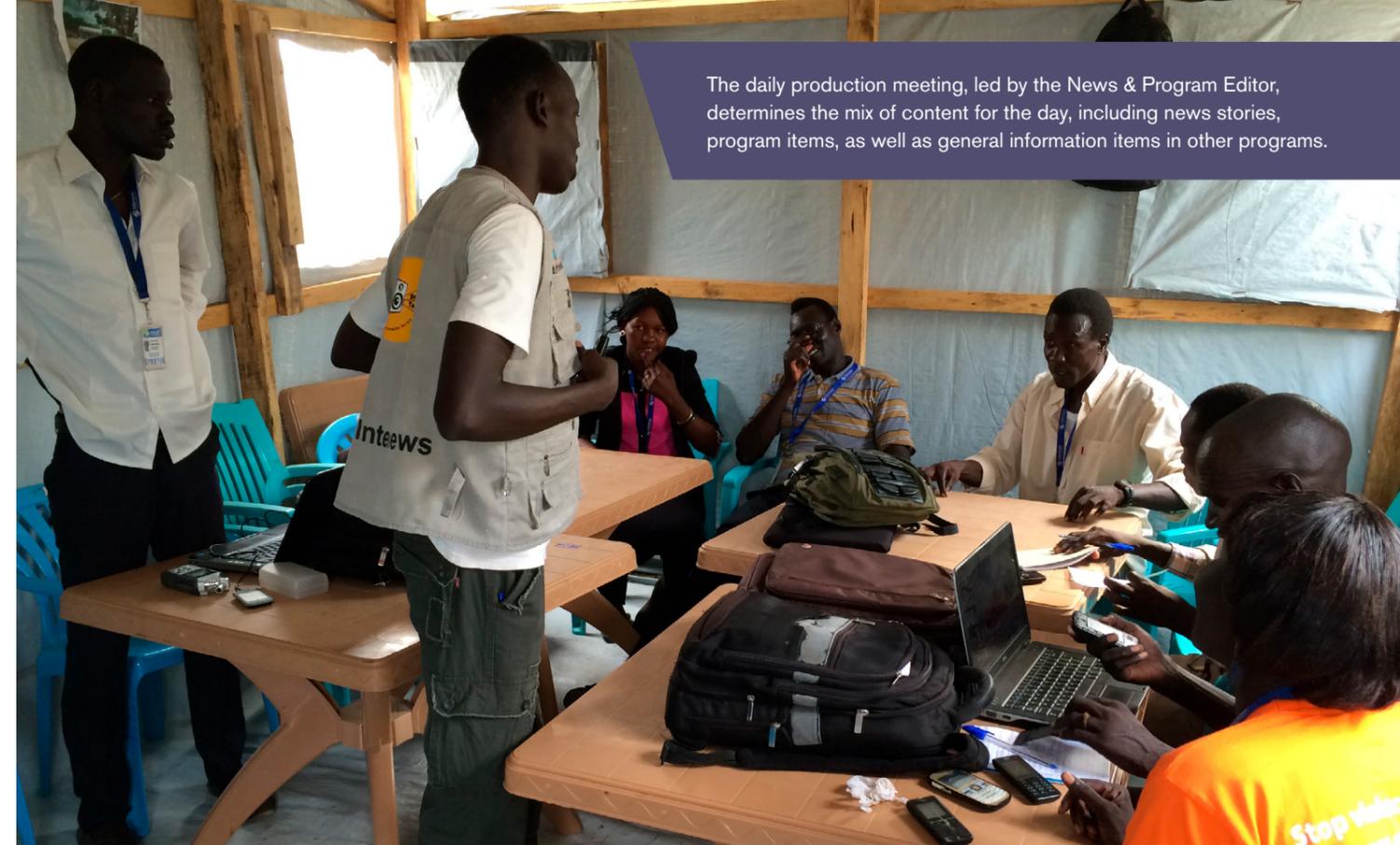
- A mother from Sector 3, PoC

Programming Schedule³

Nile FM broadcasts between 7am-10pm every day. The Programming Schedule was developed by the News and Programming Editor, in consultation with the Project Manager and Humanitarian Journalism Trainer. Using the Information Needs Assessment conducted at the site, the team were able to determine key listening times throughout the day and schedule the programming that contained the most important and useful humanitarian information at these times. In 2013, Internews commissioned Forcier Consulting to conduct the first ever media survey in South Sudan. A well-trained team of over 100 individuals fanned out across the country to talk to more than 3,300 people in all 10 states. Released in October 2013, this survey⁴ was also a useful tool to help determine the community's usual listening patterns and needs. The survey showed that generally in South Sudan, the most popular times to listen to a radio are between 6-9am and again from 7pm-10pm at night. However, as the crisis had now displaced the population from their homes, employment and their usual schedule, the

³ To see a sample Nile FM Programming Schedule, please see Part III. Annex XII.

⁴ Forcier Consulting, “South Sudan National Audience Survey: A Nationally Representative Assessment on Radio Listening Habits with Key Findings in Five Booster Areas for Internews Stations,” (September 2013) https://internews.org/sites/default/files/resources/InternewsSouthSudanAudienceSurvey_web2013-10-31.pdf



The daily production meeting, led by the News & Program Editor, determines the mix of content for the day, including news stories, program items, as well as general information items in other programs.

team used these figures as a guideline to confirm popular listening times with community leaders and representatives to incorporate into the programming schedule.

During peak times in the morning, the schedule features messages of peace, national news (generated by Internews' The Radio Community reporters across the nation) and a recorded Interview with a humanitarian official or community leader. Local news bulletins are produced by the station and aired from 1300-1315 and 1900-1915 daily.

Each day dedicates the 1605-1655 slot to feature a different humanitarian or interest area. These programs focusing on women's issues, gender based violence, health, sports and culture, water and sanitation and vulnerable residents are some of the most popular programs aired by the station. The programs are magazine format and include a mixture of pre-recorded feature packages, interviews (both live and pre-recorded), talkback and music. Allowing a dedicated program to address each of these issues, rather than simply dealing with problems when they arrive in the usual news or current affairs programs, allows the presenters to create a stronger rapport with the focus area, better educate listeners, and create an ongoing conversation on issues that are often reported on and then forgotten in the daily news cycle.

The programming schedule allows several opportunities daily for listener involvement and feedback. Each live program broadcast by the station includes talkback and SMS contributions from listeners on the topic, including the daily “Interview” slot from 0805-0855 reserved to allow listeners the chance to ask questions of humanitarian agencies and service providers. To enhance the opportunity to interact with the station and its content, there is also a daily “Life in the PoC” program that airs from 1705-1755 and “Vox-pop” program that airs from 1130-1155. These programs rely heavily on vox-pops and interviews with residents of the PoC and surrounding villages (when security allows) to give listeners insight into the most important issues affecting the population, hear stories, jokes, and songs and provide a platform to share experiences.

When designing the schedule, an important consideration by the team was to incorporate a good balance of “light and shade” content. Life in the PoC and surrounding villages can be very hard; many people have endured traumatic experiences, lost friends and family in the fighting and the ongoing insecurity in the nation can be a difficult reality to confront. To ensure that the station both provides vital humanitarian information as well as entertains the audience, the schedule includes a number of music and request programs that allow the listeners to suggest songs (both modern and traditional), send greetings to their friends and family, and share jokes.

Technical Considerations

The delivery of the “radio-in-a-box” emergency station and supporting equipment commenced in early January 2015. All equipment was flown into Malakal and the Logistics cluster played a critical role in ensuring that all the equipment was delivered safely and in working condition to the Internews Malakal team in the UNMISS base. The entire set of equipment for the station was delivered in several flight cases in one delivery.

Since Nile FM’s “radio-in-a-box” is an integrated mobile broadcasting system based on digital technologies, it takes several hours to set up full operation of the compact system. The “box” measures around 55 x 50 cm and contains a laptop, mixer, a DVD player, and a 30W FM transmitter. It is used to produce radio programs using a portable digital audio recorder and microphone inputs, and further accommodates pre-recorded material, schedules playlists for automatic playback and broadcasts content through a built-in FM transmitter. The Nile FM station has key design aspects for live recording and broadcasting, including a monitor/speaker mute/fade facility, professional monitor speakers, a robust carry case, landline and mobile telephone hybrid, and easily transportable antennas with carry-case.

The first Nile FM studio was created in a large military style tent within the UN Humanitarian Hub in the Malakal base. Internews engineers flew up to Malakal and turned the tent into a makeshift studio complete with air-conditioning. A 9m mast and transmitter was installed next to the tent. However, this was a temporary measure until the studio could be moved to a more permanent location inside a lockable unit located on the base.

As Malakal continued to be hit by insecurity, the broadcast engineers also trained one of the Nile FM team members in how to do basic repairs to the mast and transmitter in case of a breakdown. During one period of insecurity in late 2015, the Nile FM signal went down and none of the team members were able to get back to the station. Internews engineers could not fly into the site because of the ongoing fighting. Thankfully a UN staff member had extensive broadcast engineering experience and was able to step in and assist as an emergency measure.

In late 2015, the station was relocated from the tent into an air-conditioned box prefabricated office. This new building allowed for more security and weather protection for the station equipment as well as a better soundproofed environment for broadcasting.

The telephone system installed as part of the radio-in-a-box system was a basic single line design with no hold function. While this did give the public direct access to the presenters live on-air, it also presented several editorial challenges. Presenters were very carefully trained to handle difficult callers who could try to use the platform to incite violence or hatred or simply be offensive. Additionally, the phone line was installed to use the Vivacell phone network. While this was the most popular network in the camps at that time, the phone number needed to be changed a number of times when the line failed. This was a challenge as presenters had to work hard each time to advertise the new phone number so that the community could remain engaged. It may have also discouraged some listeners to get in touch with the station if they were not on the Vivacell network and had to pay a higher fee to call.

See [Annex I](#) for a complete equipment list purchased for the Nile FM project.

Community Input

Community participation is at the heart of Nile FM’s activities. To ensure all community and NGO meetings were attended by a Nile FM staff member, the team was split into interest areas or journalistic “beats” to cover. This would ensure that not only would each staff member become an expert in their beat, but that the responsibility of meetings was spread evenly throughout the team.

The community is able to interact with Nile FM in a number of ways, through daily talkback programming, regular panel sessions, and community discussions as well as through participation in the Nile FM Listening groups.



Gathering opinions from all members of the community is one of the main tasks of a Humanitarian Radio station.

Listening Groups

Nile FM currently manages and maintains 14 separate Listening Groups of 10 members each. As the station currently has 13 regular programs, 13 of these Listening Groups are assigned to one specific program each to give detailed and ongoing feedback on the program delivery, content and style. The remaining Listening Group is used to provide overall station feedback.

As these groups develop an ongoing relationship with the program they are assigned to, they are incentivized to continue providing commentary and feedback as they regularly see their suggestions implemented into the design of the program. In a way, while each program has a team of skilled producers and journalists creating the product, the program itself is “owned” by the Listening Group as they are the main influencers, setting a tone and ideally reflecting broader community opinions. This style of Listening Group implementation is also designed to increase feedback and reduce group fatigue. While in practice, members of each Listening Group do indeed listen to other programs produced by the station and may provide feedback, they are not expected to actively listen to every program, every day.

The members of the Listening Groups often relate to the target audience for that program. For example, the Listening Group for the Women’s program is made up of members of the PoC Women’s Leadership Association; the radio program addressing issues affecting the elderly and disabled is monitored by a Listening Group made up of members of the Elderly, Vulnerable and Disabled Association; and Youth programming is monitored by a Listening Group made up of youth leaders living within the camp. The remaining ‘control’ Listening Group has a broad mix of members including men and women between 18-60 years old.

“I regularly meet Anter Stephen [producer of Nile FM’s program for vulnerable people] and tell him about our needs. In one of our listening group meetings, I raised that people affected by the fighting and elders need wheelchairs. The same day, I heard on Nile FM UNHCR and HDC respond to say they might bring some wheelchairs to the POC. I was extremely excited to have this response after only a few months.”

- 67 year old Nile FM Listening Group member



Nile FM manages 14 Listening Groups in the PoC. Several Listening Groups were given a large radio to facilitate their listening to the program and group discussions.

Radio Distribution⁵

Internews' baseline survey in August 2014 showed that only 58% of the population within the PoC had access to a radio.⁶ Outside the PoC, the February 2015 results showed that just 50% of the population living in Wau Shilluk, Malakal town, and surrounding villages had access to one. In order to increase access to the project, Internews decided to provide sturdy, solar powered radios to the population within the Malakal PoC, Malakal town, and Wau Shilluk.⁷ From 2015-16, Internews distributed 3,570 solar powered radios. The radios distributed were small, personal solar radios that also had the ability to be powered through a hand crank. These radios gave the population access to both AM and FM radio in the area, including Nile FM's broadcasts. A few large radios meant for group listening were also distributed to some Listening Groups to better facilitate discussion as well as listening in communal spaces such as the local market.

The Malakal team used a variety of sampling techniques to determine the beneficiaries of the radio distribution. Using a mixture of minimalist, purposive sampling and working closely with humanitarian partners, they managed to distribute radios both within the PoC and the settlements in Wau Shilluk and Malakal town. Priority was given to the most vulnerable in the community that had the greatest barriers in accessing information.

"It was from this radio that I heard about the food and water distribution points. Without information, this camp is like a prison. Nile FM broadcasts are transforming our lives."

- Female beneficiary from Sector 3, POC

⁵ To find out more about how Nile FM implemented radio distributions to support their project and expand access to lifesaving information, please read the HIS Learning Collection's Radio Distribution Module, Part II: https://www.internews.org/radio-distrib_1-2

⁶ These respondents had access to a radio but did not necessarily own the radio. Radios are often shared between family members or accessed through communal listening points such as tea shops and markets. In South Sudan listening to the radio is often a communal activity: close to 80% of respondents said they most often listen to the radio with someone else. Internews, "UNMISS POC Site – Malakal, Baseline Assessment: August 2014," http://internews.org/sites/default/files/resources/Internews_Malakal_Baseline_August2014.pdf

⁷ Internews, "Malakal: Nile FM - Baseline Assessment: February 2015," https://www.internews.org/sites/default/files/resources/Internews_Malakal_NileFM_baseline_assessment_2015-01.pdf

Humanitarian Participation

The Nile FM team has worked with virtually every humanitarian agency in Malakal. The work has largely involved supporting NGOs and agencies in delivering information in an accurate and easily understandable manner. The Nile FM team also identified five main coordination meetings that Community Correspondents would participate in as entry points for communicating with the humanitarian community and gathering radio content. These meetings are with the following groups:

- **Education Cluster** – Coordinating with this cluster was vital to ensure issues regarding education and young people both within the camp and outside the camp could be quickly addressed. This was particularly useful during the "Back to Learning" campaign, which was supported by the South Sudan Ministry of Education, Intersos and UNICEF. Nile FM worked closely with humanitarian partners and the community to explain the campaign via news, programming and community discussions on the importance of education. The team was also able to assist the campaign by loaning organizers PA equipment and assisting with the creation of targeted PSAs.
- **Health Cluster** – The health cluster is a key ally to ensure that Correspondents are aware of any health concerns in the camp; NGOs in the health cluster are also key partners to develop campaigns around health issues that arise. The joint cholera campaign in 2015 is one example where Nile FM worked closely with the Health Cluster to create the appropriate messages to deliver to the community to prevent the spread of cholera within the camp and surrounding area.
- **Gender based violence working group** – The population both within and outside the camp have a number of concerns regarding Gender based violence (GBV). Working with this group allowed the Nile FM Correspondents to form close relationships with humanitarian partners working in this area. Both IMC and UNICEF (who led this cluster) became regular visitors to the Nile FM studios to discuss issues relating to GBV and raise awareness of services available within the camp.
- **Peace and Security Council Meeting** (Community leaders and NGOs) – This is an important weekly meeting between community leaders and representatives of the humanitarian partners working within the site. This meeting acts as a formal opportunity for partners to update leaders on their activities, but most importantly, it allows community leaders a regular opportunity to raise community concerns with partners about their project delivery and processes. It was important for Nile FM to be involved in these meetings both to update the community on station news, as well as pick up on any community issues that might not have been previously discussed.
- **Women's group** – The community women's group worked very hard to develop opportunities for income generating activities (IGA) in the camp. The Nile FM Correspondents worked very closely with this group to allow women access to information on how to start their own IGA, financial literacy for women and a dedicated Women's program that addressed a number of concerns women had raised.

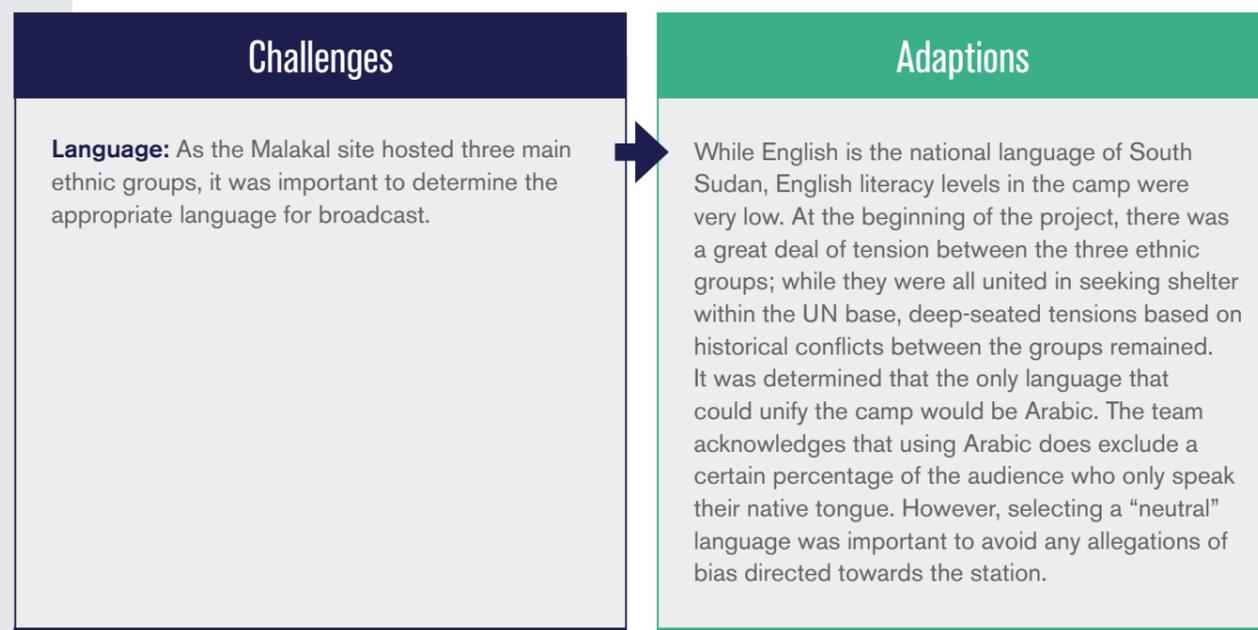
Since the launch of Nile FM, the team regularly participates in these meetings via its Community Correspondents. Nile FM's participation in these groups considerably enriches the news and program content. The Correspondents are now able to bring in different angles to the various stories and to enrich information provided in those meetings with real examples, feedback, and opinions for the community. For instance, Nile FM was publicly recognized as bringing a considerable contribution to the polio campaign organized by the Government of South Sudan, UNICEF and Health Cluster partners, thanks to its ability to convey clear and verified messages, and to provide engagement strategies and platforms to guarantee a deeper understanding of the issue by the local community. Nile FM worked with the humanitarian community, particularly UNICEF and the Ministry of Health, to help generate PSAs in Arabic and three local languages (Shilluk, Dinka, and Nuer). Nile FM conducted a live talk show on polio, and UNICEF and IMA representatives participated by answering calls from listeners. Listeners called Nile FM to know when vaccination teams would arrive in their location, which allowed UNICEF, IMA and other partners to understand which areas were underserved.



A Nile FM correspondent records the head of UNPOL at a celebration in the PoC commemorating World Mental Health Day.

In May 2015 the Nile FM team provided advice and inputs to partners like IOM, MSF Spain, and Solidarity to support their effort in preventing an outbreak of cholera in the PoC. Nile FM played a leading role in designing a four stage anti-cholera campaign that involved all WASH actors operating in the PoC and beyond. The campaign involved the design of a variety of PSAs played every two hours; interviews with experts on how to prevent cholera; a twice a week 30-minute radio show on cholera and how communities can work with partners to prevent its outbreak; Q&A sessions with the community; and dramas. Particular attention was given to target communities in Wau Shilluk, where agencies were unable to physically reach the area due to the security situation. Nile FM also reported regular updates on cholera on the 6.00pm live news bulletin.

► Adaptive Programming



► Advice & Recommendations

After two years of broadcasting, there are a number of recommendations for how the Nile FM model could be improved, as well as advice for the implementation of future Humanitarian Radio projects.

Co-create & Disseminate Editorial Guidelines: To better implement the station's editorial guidelines, it is advised that these guidelines be developed in conjunction with the entire team. When the guidelines for Nile FM were introduced, some team members were confused as to why these new "rules" had been developed and saw it as a reflection that the team had been misbehaving in the past. Developing the guidelines together, rather than simply implementing them, will create greater team ownership of the guidelines and may lead to a more successful implementation. It is also advised that once the editorial guidelines are finalized, they are shared with both the community and humanitarian partners through forums or one-on-one discussions so that all beneficiaries of the project are better aware of the role of the station, aims, and guidelines.

Stabilize Cash Flow: As they were located in an insecure part of the country, the Nile FM team faced many problems accessing funds to pay staff. This at times led to disturbances amongst the team. It is recommended that in the future, a safe is installed in a suitable location (such as the accommodation for the Project Manager) so that larger sums of money can be transported to the project site to pay staff over a number of months with an allowance for contingency funds.

More Phone Lines: In terms of recommendations relating to the technical setup of the station, the main problem has come from the installation of the single phone line. To allow better participation in programming, it is recommended that the station adopt 2-3 contact numbers for the station. This would make interaction more affordable for users of differing mobile phone networks and would allow for a "backup" if one of the networks fails. It is also recommended that in future studio designs, a multiline telephone is installed to allow a producer to screen calls and place the caller on hold until the presenter is ready to take the call. This would form an important editorial measure to allow the producer to re-direct inquiries that do not relate to the topic being discussed on-air at the time as well as providing a level of security to ensure callers who wish to incite hatred or unrest are detected before they are live on air.

More Targeted Humanitarian Engagement: Finally, to address the initial problems the Nile FM team experienced in accessing timely responses from humanitarian partners, it is recommended that in the initial project implementation phase, the Humanitarian Project Manager meets individually with all the implementing partners at the site. This meeting is important to help the humanitarian agency understand the purpose of the project and the benefits to their humanitarian operations, but also to develop clear lines of communication to allow correspondents to access information quickly and accurately. One approach could involve working with each organization to assign a "focal point" (or a small number of focal points in a larger organization) to interact with the radio station. This would allow a rapport to develop between the presenters and the humanitarian representatives, would save time in contacting the organization for information, and presents an opportunity to provide training to the focal points in CwC to allow for clearer, targeted information being relayed to the audience.

The Ajuong Thok refugee camp as seen from the air. The camp is constructed in the typical grid and sector pattern of a formal camp.

► Jamjang FM

► Case Study Location - Ajuong Thok, Unity State



The Southern Kordofan region of Sudan was a key battleground during Sudan's 1983-2005 civil war, with many in the Nuba Mountains and the Blue Nile fighting alongside their Southern comrades in the Sudan People's Liberation Movement (SPLM), rather than with the Sudan Armed Forces (SAF), which represented the Khartoum regime. When the Comprehensive Peace Agreement (CPA) was signed in 2005 ending that war, relative calm ensued between the Sudanese government and SPLM rebels. After a failed consultation process, Southern Kordofan remained a part of Sudan.

The Nuba are a mix of over 90 different tribes, mainly settled farmers, who live in the scattered upland areas of Sudan. They include Christians, Muslims, and followers of traditional beliefs. In ethnic terms, the Nuba usually identify more closely with the "African" southerners than their northern Arab neighbors. The highlands have provided refuge for centuries, including to groups fleeing slave raids. The wider region of Southern Kordofan is a volatile mix of different rival Arab and African groups, where old enmities from the war are exacerbated by pressure on accessible grazing land.

Fighting broke out in the lead-up to South Sudan's independence on 9 July 2011, starting in South Kordofan on 5 June and spreading to the neighboring Blue Nile state in September. In 2014, fighting once again intensified as Omar al-Bashir's government tried to regain control of rebel-held territory ahead of April 2015 general elections. According to UNHCR, as of October 2017, 109,346 refugees from South Kordofan had registered at camps across the Sudan-South Sudan border in Unity State.⁸

Nuba activists are clear it is not a North-South conflict: rather they say it is a battle to protect basic rights and their way of life. Since 2011, hundreds of bombs have been dropped on the region, destroying homes, and killing and injuring scores of civilians.⁹ Between January and April 2015 alone, the Sudanese Air Force dropped more than 374 bombs on 60 locations across South Kordofan under the control of the Sudan People's Liberation Army-North (SPLA-N).¹⁰ Some two million people have been affected by the conflict, with more than 1 million having been displaced and about 250,000 fleeing to South Sudan and Ethiopia.

In Unity State, there are two refugee camps and one unofficial settlement that host Sudanese refugees:

- **Yida:** Since it was established in 2011, there has been controversy about the Yida settlement's location, about 20 kilometers from the border. The site is very close to rebel-controlled areas, fostering a strong perception that it serves as a rear base for the SPLM-N, which also makes it a potential target. Regardless of the accuracy of this perception, this narrative has been cemented so that both UNHCR headquarters and the Government of South Sudan refused the conversion of Yida into an officially managed camp and only provided minimal services, instead insisting that residents

⁸ UNHCR, "South Sudan," <http://data.unhcr.org/SouthSudan/region.php?id=26&country=251> (data as of 31 October 2017)

⁹ Sudan bombing South Kordofan civilians – US, BBC News <http://www.bbc.com/news/world-africa-27827780>

¹⁰ "Amnesty International, Sudan: Attacks in South Kordofan "constitute war crimes," 4 August 2015 <https://www.amnesty.org/en/latest/news/2015/08/sudan-attacks-in-south-kordofan-constitute-war-crimes/>

move to Ajuong Thok or Pamir camp as each became ready to accept residents. Refugees feared this move would take them closer to a border area controlled by the Sudanese military, whereas the border near Yida is patrolled by the SPLA-North.

Nonetheless, in early April 2013, the South Sudanese government and UNHCR began to settle all new arrivals to Yida in Ajuong Thok.

Current Yida residents say they have good relationships and a peaceful co-existence where they are and are worried the same dynamic won't exist if they move. The proximity to the most well-traveled route to Nuba is also valued, and there is an additional worry about security, as the newer camp is quite isolated. Until November 2016, there was no cell phone service.

Yida has a thriving economy, including the largest market in all of Unity state, attracting people from across the region, including the SPLA trucks from Bentiu, to buy food and other commodities. Up to 10 tons of commercial goods arrive per day, anywhere from 3-8 cargo planes each day. The airstrip is large and well-maintained, having been built by the government to accommodate large flights. The residents of Yida are also avid farmers, and grow their own food wherever they can. The community looks more like a village, naturally sprawling and organically spread, rather than the formal grid and sector pattern of an official camp.

- **Ajuong Thok:** Established in 2013, the Ajuong Thok camp is located 15 kilometers southeast of Yida. Both locations occupy the same style of terrain as they are located within the Northern Ruweng flood plain areas. As of October 2017, Ajuong Thok had 37,630 registered individuals. Ajuong Thok, which means “the mouth of the lion,” is an official camp, fully serviced by humanitarian agencies. UNHCR and other implementing partners are based in **Jamjang**, a town that is a few kilometers down the road. Jamjang is home to about 400 residents, making up a small host population.
- **Pamir:** The camp was opened in 2016, and is located about 12 kilometers from Ajuong Thok or only 5 kilometers by footpaths. Pamir has no host community in the area, and there is a small migratory path to the side of the land. The land was given by the government of South Sudan for the camp and is designed to house up to 55,000 people. As of October 2017, it hosted 16,847 refugees.¹¹ All refugees now living in Pamir were relocated from Yida. Future efforts will concentrate on the development of Pamir in preparation for accommodating a proposed 50,000 people likely to relocate from Yida. Efforts to promote relocation from Yida to Ajuong Thok have now been redirected to Pamir. Only refugees relocating for family reunification purposes and relocation from Yei and other camps in the country are settled in Ajuong Thok.

In January 2016, an Internews assessment identified the following few information avenues:

- UNHCR had started a **journalism club** in Ajuong Thok, though the club only produced very occasional PR feature stories for UNHCR's website. The members were very eager to learn and do more.
- DRC camp managers in Ajuong Thok worked with welding students in the vocational center to build **suggestion boxes**, which they planned to place around the camp.
- A large **billboard** at the entrance to the Ajuong Thok community center listed all the camp rules in English.
- In Yida, IRC had **information kiosks** throughout the settlement, where community members came with questions and problems. The kiosks were mostly set up as a referral pathway for GBV cases.

11 UNHCR, (data as of 31 October 2017)

The area is also known for the Toma South and Tor oil fields which have been largely not operational (due to the fighting in 2014-15).

► The Problem

One of the greatest issues in the broader refugee response has been the lack of effective communication from humanitarian agencies to allow refugees to make their own decisions, and to do so with accurate information. In January 2016, Internews undertook an assessment mission to Yida, Jamjang (Ajuong Thok) and Pamir (which was still being constructed) to determine if the location was suitable for a humanitarian information project, and if so, to determine first steps towards project introduction, design, and implementation.

At the time, information needs of these communities were immense, as there was no access to media – no phone network, no radio stations that reached the area, and no television signal or internet connection. Anecdotal information and a few meetings with community groups indicated that people received information via word of mouth, especially through traders and the active market in Yida, which allowed information to pass along with the ebb and flow of refugees.

Residents of Ajuong Thok were even more isolated, as the camp is extremely remote. Several people commented that they had radio sets, but threw them away or didn't use them because they could not hear anything when they turned them on (and therefore assumed the radios were broken). This lack of communication and media platforms for refugee and host communities increased their vulnerability; it also limited channels to promote humanitarian accountability.



The IRC information kiosk in the Yida settlement.

There have been some attempts within the community to improve information flows. Originally, camp leaders received a small incentive from UNHCR for their involvement in meetings and camp activities; however, this practice was suspended. In an attempt to better respond to concerns of camp residents, camp leadership established its own groups of “information officers”—young people who work with community leaders to deliver messages to refugees, make event announcements, and record audio interviews with intellectuals on issues affecting the refugees.

Camp leadership in Yida and Pamir are very respected and have political and social leverage within the camps. In contrast, the leadership in Ajuong Thok is not well respected by the community, as they feel leaders were not properly appointed by the community (leaders in Yida and Pamir were politically appointed by the leadership of the movement in the Nuba Mountains). Camp leadership in all the three camps is well-mixed, representing different ages and with gender balance.

Pamir, Ajuong Thok and Yida all contain a mix of refugees from different tribes. The tribes are grouped together in the sites to encourage harmony and sharing of cultural practices. These tribes live together in relative peace with minor insecurity caused by social problems such as adultery, unwanted pregnancies or general disagreements.

In Ajuong Thok, there is some conflict with the host community over the use of resources, mostly firewood and trees for charcoal. There are some reports of the host community occasionally “taxing” the refugees for collecting firewood. As the environment surrounding the camps is increasingly stripped of trees, people are required to go further and further out. Despite these issues, there are few formal forums for the refugee and host communities to communicate, settle differences and find common ground. The community has elected camp leadership, as well as an active community center. However, the camp is very isolated, and it does not appear as bustling and alive as Yida.

“Lutheran World Federation (LWF) really need to use Jamjang FM as consistently as possible. There are many issues that we need to address and communicate to the community including children dropping from school and early pregnancy.”

- Annet Kiura,
LWF Education Manager

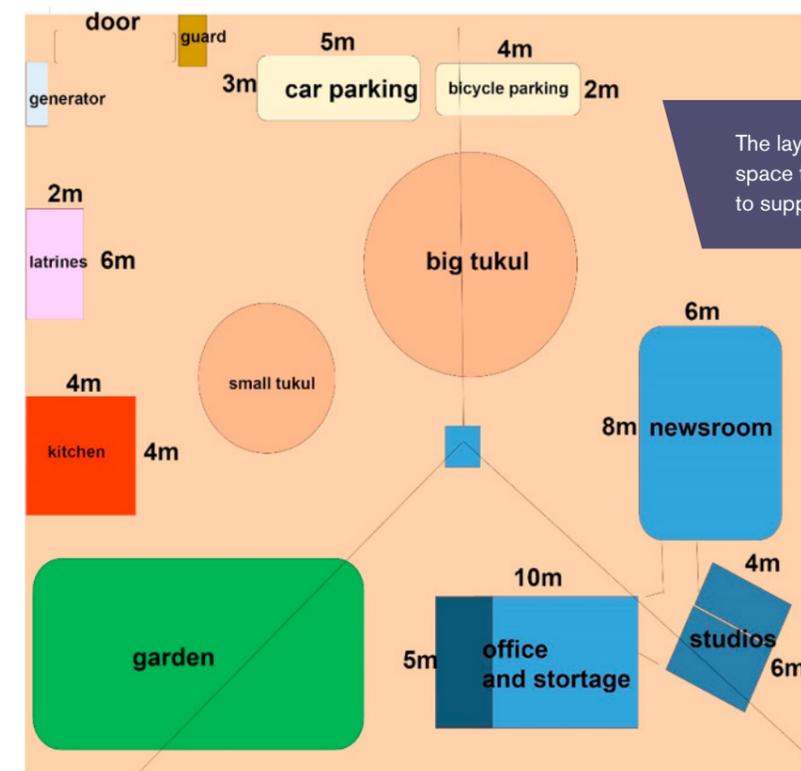
► The Project

The process of establishing the “radio-in-a-box” station in Ajuong Thok camp commenced in earnest in May 2016, with funding from the US State Department's Bureau of Population, Refugees, and Migration (BPRM). Several staff members were deployed to the new site including a Humanitarian Project Manager, a Humanitarian Liaison Officer, and a Humanitarian Journalism Trainer. Internews met with all agencies working in Yida and Ajuong Thok, and all of them expressed their enthusiasm for the radio station which they believed could increase their capacity to pass messages, promote awareness campaigns, and receive feedback from beneficiaries.

Also in May, a number of meetings were held between Internews and the Danish Refugee Council (DRC), the camp managers for Ajuong Thok and Pamir. Partner agencies were fully supportive of the radio station, and Internews signed MOU's with UNHCR, to provide space for the station within the humanitarian hub of the Ajuong Thok camp, and the International Rescue Committee (IRC), who agreed to provide accommodation for the team within their compounds in both Ajuong Thok and Yida camps. The team also met with local authorities including the State Governor, the local Ministry of Information, and the South Sudan Relief and Rehabilitation Commission (RRC) authorities in both locations. It was agreed that a representative from Pariang County would be a member of the radio's advisory board and would have the opportunity to make suggestions on radio programming and management.

During this month, the Jamjang FM team also held a number of community meetings to determine the location of the new radio station as well as its name. “Jamjang FM” was decided in consultation with the community Advisory Board; *Jamjang* means “people talking” and is also the name of the nearest town and administrative hub for UNHCR and humanitarian agencies serving the refugee population. In June, the team was joined by the Internews broadcast engineer and engaged a number of local tradesmen to begin construction of the radio station site (fencing, building, etc.) and the installation of the radio-in-a-box system itself.

Internews was given a plot of land by UNHCR at the entrance of the Ajuong Thok camp for the station. The plot was fenced and leveled, with five buildings constructed. The compound includes a radio studio, offices, a kitchen and latrines, and two tukuls (huts) that are being used for training sessions and meetings with the community.



The layout of the Jamjang FM compound, which includes space for a garden plot that the staff use to grow food crops to supplement the rations distributed within the camps.

UNHCR had already hosted a journalism club for two years and the participants were keen to build on their photojournalism and writing skills. The Humanitarian Journalism Trainer met with the club in May to explain the project, assess the skills of the club members and gauge interest in being involved in a radio station project. Ajuong Thok also had information officers who worked with the leadership committee of the camp. These Information Officers began receiving training from the Jamjang FM team to create content that could be used by the station.

Increased fighting in South Sudan in July 2016 delayed the timeline for launching the station. Due to heavy fighting in Juba and increased tensions in other locations around the country, the Humanitarian Project Manager was evacuated from the site and continued work remotely. However, progress did not halt completely as the Humanitarian Liaison Officer and Humanitarian Journalism Trainer were able to remain at the site and continue the work. In December 2016, the Humanitarian Project Manager returned to the site to prepare for the official launch in February 2017.

At the launch event for Jamjang FM, members of the community filled the compound, listening to speeches and performing ceremonial dances.



While awaiting the shipment of materials, construction of the radio station, securing licenses, and equipping the studio, the community still had urgent needs for information. As such, while simultaneously building the station, the Internews project team also produced feature programs which it aired on a series of static speakers throughout the camp. The program called *Kalaam fil Bayt*, "Talks at Home," provided a valuable training tool for the team to practice their new skills while at the same time addressing the acute information needs of the community. The programs addressed a number of important health, education, and social issues in the camp as well as public service announcements (PSAs) produced in partnership with humanitarian partners. Programs were produced and aired on mobile speakers, which were placed at the general food distribution center, market, and MSF clinic. The team was also able to collect significant amounts of feedback on this early programming to help improve station content, style, and focus.

"I listen to the program on the speakers. It is teaching people how to understand we are all together. In case there are differences, we sit together and find solutions. Dinka in Panrieng and Nuba people from the Nuba Mountains have been interacting and have inter-married for a long time before these wars. We are brothers. I suggest that elders and chiefs from both communities access this program so they can help by encouraging peaceful interaction between the communities."

- William Mach Juach, Chairperson of Economic and Services Committee, State Legislative Assembly, Jam Jang

Launched on World Radio Day, 13 February 2017, Jamjang 89.4 FM is a Humanitarian Radio station that aims to serve a population of 100,000 Sudanese refugees and a host community population of about the same size in Yida, Ajuong Thok, and Pamir. The radio station covers up to 70 kilometers radius.

The station broadcasts on 89.4FM, 13 hours a day, 7 days a week. The broadcast language is Arabic. Daily news is provided by Internews' The Radio Community Hub (produced in Juba and distributed to all Internews community radio stations), and the station generates one local news bulletin each day reflecting issues affecting Unity State and the three refugee camps. Programming varies in content and

focus, including education, health, agriculture and other important issues, as well as music, sports, and entertainment. Formats range from news and magazine programs, to talk shows and special coverage. The radio service was designed as a platform for discussing issues, sharing ideas, asking questions and providing a link between the refugee community and humanitarian agencies. The project also includes dedicated Listening Groups that provided regular feedback to the project on issues of concern in the community, program quality and questions for other humanitarian organizations operating within the site.

Jamjang FM is Internews' only Humanitarian Radio station that aims to broadcast to both a refugee and host community population. As such, it provides an interesting case study of a station still building relationships and gaining acceptance within the local host, refugee and humanitarian community.

Staff

The team consists of a Humanitarian Project Manager, Humanitarian Liaison Officer, Humanitarian Journalism Trainer and eleven staff (4 females and 8 males) trained as Community Correspondents, presenters, information officers and editors. Six correspondents are based at Ajuong Thok, and two correspondents have been deployed to Yida and Pamir.

Soon after arriving, the Humanitarian Project Manager began the initial steps to hire trainee Community Correspondents for the station. Positions were advertised through community notice boards, markets, state government buildings and camp management in Yida, Ajuong Thok and Pariang. The selection process had three steps:

- 1 As the majority of the candidates had no journalism experience whatsoever, it was necessary to hold a two-week introductory journalism training course that would allow them to learn new skills and see if they enjoyed the work and were suitable candidates to work at the station. The Humanitarian Project Manager and the Humanitarian Journalism Trainer conducted interviews in Yida and Ajuong Thok that resulted in the selection of 15 participants for the course. The training covered topics such as news-writing, interviews techniques, tips for *vox-pops*, and finding and checking stories. The training provided a great starting point to train a pool of staff that could then be considered for positions at the new station.
- 2 At the end of the two weeks of training, 12 candidates then progressed to the next round where they were given "trainee" paid positions in the Jamjang team. From mid-July until November, these staff members continued to be trained and began to produce pre-recorded programs that could be aired on static speakers while the team waited for the station to be constructed.
- 3 In November, the candidates were given a written test that resulted in 8 staff being hired as full-time Community Correspondents.

On a continual basis, staff are trained in basic journalism skills, program production, editing, journalistic ethics as well as presentation skills. Training will continue throughout the life of the project to ensure Community Correspondents reach a professional skill level to either continue to run the station (if it is handed on to the community), create their own media project to support their community, or work for any other professional broadcaster in the region.

The Jamjang FM team now consists of 14 members, each with specific roles that contribute to the daily running of the station:

Humanitarian Project Manager: The Humanitarian Project Manager has oversight of the Jamjang FM project. In close coordination with the Internews Humanitarian Director, Humanitarian Liaison Officer, and Humanitarian Journalism Trainer, the HPM works to ensure the operational smooth running of the project including ensuring the project meets all reporting and monitoring and evaluation requirements. The HPM is critical in determining the overall station sound and programming focus. The HPM works closely with the programming team to review content, mentor and guide them in the production of in-depth humanitarian programming and PSAs. The HPM is also responsible for implementing supporting projects such as radio distributions and other community engagement schemes. As Internews is operating in the Ajuong Thok camp as both a media service and a humanitarian partner, it is the



The Humanitarian Journalism Trainer embarked on a series of trainings to identify and recruit appropriate Community Correspondents.

responsibility of the HPM to ensure that the station staff understand and respect the dual roles of the station and do not record sensitive humanitarian information that is not intended for broadcast.

Humanitarian Liaison Officer: The Humanitarian Liaison Officer's role is to meet with all the implementing partners to begin project introduction, and work throughout the life of the project to engage them in two-way communications with the community. The HLO is the focal point who interacts with all humanitarian agencies operating at the three locations to ensure they understand the aim of the humanitarian radio station and are able to interact and engage with the project effectively. As one of the most urgent needs is to provide information about the relocation of refugees from Yida to Ajuong Thok, the HLO ensures this information is accurate, independent and responsive to the needs and concerns of the community.

Humanitarian Journalism Trainer: The Humanitarian Journalism Trainer works to train all Community Correspondents in the skills required to become professional radio journalists for Jamjang FM. While the focus of training is the development of professional journalistic skills, conflict sensitive journalism techniques, and ethics, the HJT also works with staff to improve computer literacy and any other skills that may benefit their work. The HJT is also responsible for coordinating with the Internews head office in Juba to arrange for expert trainers to visit and provide additional specialized training.

News and Programming Editor: The News and Programming Editor is responsible for the station's general output, including news, general information and entertainment programs. The NPE works closely with Community Correspondents to ensure content is produced according to style and deadline requirements, and sends all content to the HPM or the HJT for review before the information is broadcast. The NPE acts as a senior correspondent and will also work with staff to assist in mentoring and developing professional journalistic skills. While the team is still developing their skills, this role is undertaken by the Humanitarian Journalism Trainer.

Community Correspondents: The Community Correspondents create engaging content by gathering voices, questions and concerns from the community about the humanitarian aid response and turning them into radio features and news stories. As training progresses, some CCs will be assigned their own program to present on Jamjang FM and will act as the station "expert" in that particular focal area. Community Correspondents work in close partnership with the Humanitarian Liaison Officer to ensure humanitarian agencies respond in a timely fashion to questions and concerns from community members.

Editorial Guidelines

The Jamjang FM Editorial Guidelines were developed in conjunction with the Humanitarian Director and the Project Manager to reflect core journalism values.

Jamjang FM Editorial Guidelines:

- All information broadcast should be accurate
- All information must come from credible sources
- Facts should be verified by two or preferably three sources
- All opinion and reported speech must be attributed
- All points of view should be represented – all those involved or affected by an item must be given an opportunity to respond or contribute
- All decisions to broadcast material, music, adverts, and PSAs are made independently without influence from any one individual or organization
- No material must be broadcast if it includes: propaganda for war, Incitement of imminent violence, advocacy of hatred that is based on race, ethnicity, gender or religion

Programming Schedule

Jamjang FM currently broadcasts for 12 hours a day from 0900-2100. The Programming Schedule was developed by the Project Manager and Humanitarian Journalism Trainer. Using initial discussions and observations of residents, the team was able to determine key listening times throughout the day and schedule the programming that contained the most important and useful humanitarian information at these times. The initial evidence showed that people were most likely to listen to the radio between 1700 - 2100 and would prefer the information delivered in Arabic and Dinka languages. In May 2017, an Information Needs Assessment was completed and the results are used to determine scheduling modifications in the future.

The main information is delivered via three daily News and Current affairs programs broadcast live at 1800-1825 and then repeated at 2000-2030 and the following morning at 0915-0955. This program features a variety of news, feature packages and interviews relating to the top issues affecting the communities. As the station broadcasts to a number of separate locations, the Humanitarian Journalism Trainer (who is for the time being also acting as the News and Programs Editor) ensures that the program maintains a balance of issues drawn from each location.

Each day dedicates the 1030-1055 slot to feature a different humanitarian or interest area. These programs focusing on women's issues, gender based violence, health, sports and culture, water and sanitation and vulnerable residents are some of the most popular programs aired by the station. The programs are magazine format and include a mixture of pre-recorded feature packages, interviews (both live and pre-recorded), talkback and music. Allowing a dedicated program to address each of these issues, rather than simply dealing with problems when they arrive in the usual news or current affairs programs, allows the presenters to create a stronger rapport with the focus area, better educate listeners and create an ongoing conversation on issues that are often reported on and then forgotten in the daily news cycle.

The programming schedule allows several opportunities daily for listener involvement and feedback. Each live program broadcast by the station includes SMS contributions from listeners on the topic. However, as the station is still in its infancy, and presenters are still being trained, they are yet to dedicate significant time for live callers. This style of programming will be increased when presenters have more experience with managing difficult and sensitive issues live on air.

When designing the schedule, an important consideration by the team was to incorporate a good balance of “light and shade” content. Life for refugees and the host communities can be challenging and it is important they listen to the station because they enjoy it while they receive useful information. To ensure that the station both provides vital humanitarian information as well as entertains the audience, the schedule includes a number of sports updates and music programs. In time these programs will progress to allow listeners to request songs (both modern and traditional), send greetings to their friends and family, and share jokes.

Technical Considerations

Jamjang FM’s radio-in-a-box system uses a 72m mast and a 600W FM transmitter to broadcast to a 70km radius, which allows the station to be clearly heard in all three settlements and the surrounding towns and villages in both South Sudan and over the border in Sudan.

A 20KVA generator was procured to power the station and an agreement made with UNHCR to buy diesel to fuel the generator. In July 2017, the installation of a long-awaited solar system was completed, including 36 solar panels and a robust battery storage capacity. The solar panels can produce up to 9 kilowatts of power, and the batteries can retain adequate charge to power the station during the night. The solar system is a major step towards ensuring sustainable power.

See [Annex II](#) for a complete equipment list purchased for the Jamjang FM project.

The Jamjang FM compound is located at the entrance to Ajuong Thok camp. Five buildings have been constructed, with the mast/antenna in the middle.



Community Input

Community participation is at the heart of this project. After every broadcast, feedback is collected from listeners and then used to direct future programming either by including the community opinions recorded, incorporating suggestions relating to quality and content of the broadcast, or by having humanitarian agencies respond directly to questions posed by the community. The Internews team on the ground meets with the refugee community regularly to make sure that their voices are constantly feeding into programming.

Community leadership meetings happen twice a month in each camp. A Community Correspondent attends each meeting, records all the issues discussed and interviews participants on the outcome of the meeting. This information is then used to create news stories and feature programming. As not all community members are able to attend these leadership meetings, it is vital the station gives “access” to the information discussed at these meetings to allow the wider community to be informed about the decisions being made on their behalf by camp leadership.

To ensure a constant feedback loop between the community and humanitarians, the project team has formed agreements with all agencies to allocate one dedicated program to each agency. These include Health, WASH, Education, Women, Camp Management and Peace in the community weekly radio programs.

Jamjang FM engages directly and regularly with the affected population through community meetings and by hiring local correspondents from the refugee community. Roughly half of the journalism team and half of the Advisory Board members come from the refugee communities of Yida and Ajuong Thok.

It was very important to the team to ensure that the Community Advisory Board represented the broadcast audience. Camp leadership and local authorities (Ajuong Thok and Yida Camp Leadership, leaders from Jamjang, Yida and Pariang County, as well as the Ministry of Information of Ruweng State) were asked to suggest candidates for the board. The team made sure the board had a good balance of men, women and youth participants.

Before the creation of Listening Groups in early 2017, three trainee journalists were assigned to systematically collect feedback through quick surveys after each program broadcast. From the 40 persons interviewed (10 per magazine broadcast), the team could assess speaker quality (Internews used IRC’s old speakers until the new 10 speakers arrived in Ajuong Thok on November), broadcast locations and comments relating to the suitability and quality of the content. As a result of beneficiaries’ feedback, Internews made the decision to broadcast in new locations requested by the people surveyed: the wrestling field, general food distribution center as well as the market.

Listening Groups

In early 2017, Jamjang FM established 8 dedicated radio Listening Groups in Ajuong Thok, Pamir, and Yida. The groups meet on a weekly basis to listen to the radio programs and provide feedback on program content and issues affecting the community. Through this process, listeners’ concerns are taken into account and forwarded to humanitarian agencies to respond.

Each Community Correspondent/Information Officer is in charge of one Listening Group made up of 10 members, selected by the Community Correspondents/Information Officers in collaboration with the UNHCR Community Services unit and camp leadership. The groups include women, disabled persons,

“Without Internews correspondents, it would not have been possible for us to reach all refugee camps at one time. They helped us in collecting information about our gaps and also in educating the community about health, education and WASH activities.”

- Mohamed Galgalo, Area Coordinator, Action Africa Help International (AAH-I)

youth, and elders. The groups meet on a weekly basis to listen to the radio programs and provide feedback. The Community Correspondents record comments and feedback in a “Feedback Notebook.” The feedback collected from the various Listening Groups is integrated into the programs and broadcasted back to the listeners. Through this process, the listener concerns about the issues at stake are taken into account and seen to be implemented.

Radio Distribution

To support the Humanitarian Radio station, 1,000 radio handsets have been distributed to refugee communities of Ajuong Thok, Pamir, and Yida as well as the host community of Jam Jang. The radio chosen was the XHD® Degen DE13 FM AM SW Crank Dynamo Solar Power Emergency Radio. This small radio weighs only 256g and is powered by solar, hand crank, DC power or standard AAA batteries. This radio is extremely portable and practical for a refugee community that is often transient. The radio includes several useful additional features such as an outlet to allow for the charging of mobile phones, a flashlight, and an emergency siren.

The radio distribution was designed to include members of special interest groups in the target population. These included women groups, youth groups, associations for the elderly and persons with disabilities, businessmen, and religious groups. One radio was also allocated to each listening group to allow them to easily access Jamjang FM programming.

“Internews Community Correspondents collected an important feedback from the refugees which we used in our health interventions. They are also helping us in awareness raising activities on critical life-saving health interventions.”

- Michael Tamiru, Area Coordinator, and Medical Officer, Africa Humanitarian Action (AHA)



The team distributed 1000 radios to different community groups. The radios chosen were lightweight and portable, appropriate for refugees that may move around frequently.

Community and Block leaders were used to help determine the recipients and to assist the team in collecting signatures for every radio distributed for accountability purposes.

As the potential listening audience for Jamjang FM is around 100,000 people living in the broadcast area, future radio distributions may be planned to enable wider access to the radio programs. In the meantime, the community is being encouraged to listen and interact with the station content via FM receivers on their mobile phones and to access the radio at communal centers such as markets and teahouses.

Humanitarian Participation

The Jamjang FM team regularly meets with humanitarian agencies working in the camps and host communities. A high level of engagement was necessary at the beginning of the project to ensure partners were aware of the project aims and processes and to ensure the appropriate agreements were in place for the operations of the radio station. Weekly coordination meetings with humanitarian agencies and meetings with the refugee community will continue throughout the entire project implementation period.

The team has produced a number of thematic programs and Public Service Announcements (PSAs) with the direct participation of the humanitarian agencies. The participation of humanitarian agencies ranges from facilitating interviews, providing background information and program ideas, training Community Correspondents and Information Officers, and involving Internews in decision-making processes. In early 2017, Jamjang FM partnered with UN Women to develop a campaign around International Women's Day. The campaign involved a series of PSAs, interviews, feature stories and radio dramas highlighting the important role woman play in the community.

The Humanitarian Journalism Trainer also works to train the humanitarian community in effective Communicating with Communities (CwC) skills and how to make PSAs that will encourage positive behavior change outcomes. For example, in July 2016, the Journalism Trainer carried out a one-day workshop for IRC Community Outreach Volunteers (COV) on PSA production for radio. The training aimed to improve the quality of Public Service Announcements produced by IRC for refugees to be more effective, attractive and powerful.

To assure agencies' participation in programs, Internews attends weekly camp management and coordination meetings to identify the communication needs of the humanitarian agencies and to propose collaborations. Moreover, the minutes of the meetings are analyzed to track challenges and communication needs and to identify potential collaborations.

Through involving humanitarian agencies in reflection and learning based on the data collected from local partners and stakeholders, Jamjang FM works to improve agencies' Accountability to the Affected Population (AAP). Feedback collection and monitoring implemented by Internews is learning-focused and supportive. In all of the coordination meetings, Internews works closely with implementing agencies to help them better communicate about their programs and in learning how to talk to communities. The team also collates feedback according to program topic, the number of women's voices, and other important data in a Broadcast and Program Tracker. This weekly tracker is then used to internally monitor program quality as well as to create a weekly bulletin that is shared with agencies to allow Internews and humanitarian agencies to improve overall programming together.

“The radio will be very useful to address rumors circulating within Yida settlement. We want the refugees to make informed decisions about remaining in Yida or relocating to Pamir.”

- Fatoumata Lejeune-Kaba, Senior Field Officer UNHCR Jam Jang, January 2017



Jamjang FM correspondent with a Samaritan's Purse Health Promoter during the launching of health awareness billboards in Ajuong Thok Camp.

► Adaptive Programming

Challenges	Adaptions
<p>Access to Electricity: The Ajuong Thok camp does not have any access to electricity creating both a technical and logistical problem in creating a radio station and powering staff offices and accommodation.</p>	<p>Initially, the project was being powered through the use of a generator. As access to diesel fuel was both expensive and difficult in the region, an MOU was signed with UNHCR to provide some of the fuel needed to power the project. This temporary measure was not sustainable, leading the Project Manager to investigate the possibility of procuring solar panels to provide power. In July 2017, the solar system was finally installed.</p>
<p>English literacy levels of the Community Correspondents: When hiring Community Correspondents from the community, it quickly became apparent that it would be difficult to find staff with strong English language skills.</p>	<p>This challenge was anticipated and to prepare, the Project Manager made it a priority to recruit a Humanitarian Journalism Trainer with strong Arabic and English language skills. This ensures the students are able to learn in a language they are comfortable with. As the operational language of Internews is English (in that reports and scripts all need to be archived in English) the team will hire a translator to assist in generating English language versions of the news and programming content developed by the team.</p>
<p>Movement: The team did not have access to a vehicle to allow them to move easily between the refugee sites.</p>	<p>As it is not possible to procure a vehicle at this stage in the project, the team works closely with humanitarian partners to align schedules so that they may be able to share transportation between the three refugee sites. While this may sometimes result in schedule compromises, additional time is factored into travel times to accommodate this challenge.</p>
<p>Access to construction materials: As procurement of materials from Juba was delayed by bad weather and fighting, construction of the new office and studio space was facing delays.</p>	<p>While local suppliers had very limited stock, the team was able to procure some of the materials needed to begin the construction project while they waited for the major materials to arrive from Juba. These local providers are now a valuable asset when station repairs and further construction is needed.</p>



Before the radio station launched, the team would set up speakers at different locations for broadcasting programs, including at the Ajuong Thok market.

► Research & Impact

In early 2017, the Internews Monitoring, Evaluation, Research and Learning (MERL) department in collaboration with the Jamjang FM team designed two survey tools: a representative information needs survey for the populations of Ajuong Thok, Pamir, Yida and Jamjang; and a questionnaire for humanitarian agencies and other stakeholders. The assessment report was published in June 2017, and informs all efforts by the team to improve service delivery to beneficiaries and advance humanitarian initiatives in the area.¹²

The information needs assessment specifically looked at measuring the level of access to media among Sudanese refugees, understanding the information needs of Sudanese refugees, identifying the media consumption habits, analysing demographics of listeners and the reach of Jamjang FM broadcast, and to eventually improve future programming for Jamjang FM.

The objective of the humanitarian survey was to establish an understanding of the current practices of humanitarian agencies in terms of Communication with Communities (CwC). It assessed whether humanitarian organizations believe that Jamjang FM is improving their ability to program through identification of their current CwC practices and needs, assessment of Jamjang FM's humanitarian programming needs and exploring the relationship between humanitarian agencies and the community they serve.

Findings included:

- Three out of four radio listeners (75%) agreed that **Jamjang FM was critical to the refugee response**. An almost equal percentage of those who did not listen to radio agreed that a humanitarian information service would provide a critical service to the refugee community (73%).
- Only 41% of respondents listened to the radio. Ajuong Thok had the greatest percentage of radio listeners (56%), and the data suggested that Sudanese refugees had greater radio access (44%) than South Sudanese (25%). Overwhelmingly, the top reason for not listening to the radio was not owning a radio set (84%).
- The majority of radio listeners reported listening to Jamjang FM (90%), followed by Radio Tamazuj (55%) and BBC World Service Arabic (36%). Of those who reported listening to Jamjang FM, 88% reported having heard aid messages on the station, and 71% believe such relief organization messages are "very useful/helpful."

- All six organizations that use the radio to provide information to refugees use Jamjang FM to share aid messages. All six organizations agree that Jamjang FM has directly improved their organizations' ability to program. When asked how partnering with Jamjang FM has changed their organization's relationship with the community, staff mentioned that the station has raised awareness about their activities, eased communication with beneficiaries, and improved their program's effectiveness and efficiency by saving time and resources.
- Whether their organization currently uses the radio or not, all humanitarian respondents (20 of 20) believe that a community radio station is necessary for refugees to have enough information to make good decisions for them and their families. Humanitarian organizations that do not currently use radio (4 of 10 organizations) "strongly agree" that a local, community radio station dedicated to humanitarian information would provide a critical service to humanitarian organizations.
- All humanitarian respondents believed that "refugees need more information to make good decisions for them and their families." The majority of organizations believed that refugees are "somewhat/a little informed" (8 of 10), compared with "very informed" (1) or "not so informed" (1).

Since the report was published, Jamjang FM has worked diligently to integrate recommendations from the research into their approach. The team worked to produce more programs and PSAs that educate refugees about humanitarian organizations, their services and technical expertise. In addition, through the Listening Groups formed, Internews has been able to integrate feedback on the program schedule received from listening group members into future programming – directly taking into account listener preferences and habits to improve experience and utility. Due to feedback from the assessment, the Jamjang FM team has produced an English news bulletin weekly for the humanitarian community to be informed on what was aired.

Through coordination meetings, including some set up by Jamjang FM, the team has liaised with humanitarian organizations in order to create a dialogue and awareness about using radio to improve communication between organizations and the refugee community. In response to feedback from humanitarian organizations and the refugee population that access to radios as a barrier for receiving information, Internews is planning to distribute 1,000 more solar radios in January and February of 2018.

► Advice & Recommendations

Hiring Operations Manager: Preparations for the launch of Jamjang FM were slowed by the heavy workload of the Humanitarian Project Manager. The HPM worked to create operational links and partnerships with NGOs and UN agencies working in the camps while also procuring materials needed for the construction of the studio/offices and equipment required for the project. Future projects could consider hiring an Operations Manager from the very beginning of the project. This would ensure the appropriate time is allocated to procuring the goods needed to create a new station as well as ensuring all reporting and budgeting requirements relating to procurement are met. Ideally, the Operations Manager would be joined by an engineer or construction manager to speed up procurement and support construction required to support the project. This will also allow the HPM to focus on other important aspects of the project setup.

Clear and detailed MOUs: A detailed MoU should be drafted with collaborating agencies to avoid misunderstandings at the field level. For example, the first MoU signed with UNHCR (May to December 2016) stated that UNHCR would support Internews with fuel for the vehicle and generator; however, it did not specifically note what amount of fuel would be supplied or whether the fuel would be provided for free or paid for by the organization. When the Jamjang FM team received the generator and the vehicle, new negotiations had to be undertaken to agree on the amount of fuel that would be supplied. Because of this ambiguity, twice (once in March and at the beginning of April), UNHCR stopped the supply of fuel while further negotiations proceeded.

¹² Internews, "Information Needs & Access to Media Among Sudanese Refugees: Findings from a Survey of the Refugee and Humanitarian Communities," <https://www.internews.org/resource/information-needs-access-media-among-sudanese-refugees>

Annexes

Annex I: Nile FM Equipment list

Station equipment supplied and installed by Max Graef from UK-based organization Radio Active (radioactive.uk.org). Radio Active provides equipment, training and technical assistance for community radio stations, recording studios and radio training centers in the UK and around the world.

Equipment grouped by air freight packing cases.

Flight Case 1 (8RU):

- 1 300 Watt Transmitter
- 1 Yamaha Mixer
- 1 D and R Telephone Hybrid
- 1 Telephone
- 1 Behringer Headphone DA
- 3 AudioTechnica Microphone Headsets
- 1 Sliding Rack Tray
- 2 Headphone Hooks

Flight Case 2 (8RU):

- 1 600 Watt Transmitter
- 1 Beyerdynamic Wireless Mic and Receiver
- 2 Sennheiser Headphones
- 2 AudioTechnica Microphones
- 1 GSM Gateway
- 1 FM Radio
- 2 16GB USB Flash Drives
- 2 10m XLR Cables
- 1 Rack Drawer

Flight Case 3:

- 1 Canon Printer
- 3 Reams of A4 Paper
- 3 Ink Cartridges for Printer
- 4 Solar Lights
- 1 Cables and Connectors
- 3 8m Extension Power Lead

Flight Case 4:

- 2 Reporter Backpacks, each containing:
 - 1 Tascam Portable Recorder
 - 1 Pop Shield
 - 12 Duracell AA Batteries
 - 1 Rechargeable Battery Charger with 4 AA Rechargeable Batteries
 - 1 Sennheiser Headphones
 - 1 Audio Technica Reporter Microphone
 - 1 1m XLR – XLR Microphone Cable
 - 1 USB Headphone / Mic Socket
 - 1 Laptop PC
 - 1 Wireless Mouse with Batteries and Dock
 - 1 Nokia Telephone with Charger

Flight Case 5:

- 3 Reporter Backpacks, containing same equipment as backpacks in case 4 above

Flight Case 6:

- 3 Reporter Backpacks, containing same equipment as backpacks in case 4 above

Flight Case 7:

- 2 Anglepoise Mic Stands
- 3 25m RF Coaxial Cables
- 1 120m Rope (4 x 30m)
- 1 6 Rolls of Insulation Tape and 1 Roll of Self-Amalgamating Tape
- 1 50m Grounded Electrical Cable
- 2 Copper Rods and Lugs for Grounding
- 3 Surge Protected UK Plugs
- 1 Wall Plate for Grounding
- 1 15m Grounding Cable
- 1 Bag of Cable Ties
- 1 Assorted Screw Set
- 1 Tool Kit
- 1 Air Duster
- 1 Antenna
- 6 N Type Female to Female Adaptors
- 1 Lightning Arrestor

Flight Case 8 (4RU):

- 1 Tripplite Heavy Duty UPS Unit

Flight Case 9:

- 1 Yamaha Mixer (Spare)
- 1 Guy Wire Kit for Telescopic Mast

Flight Case 10:

- 1 Tripplite UPS Back Up
- 2 Reporter Backpacks, containing same equipment as backpacks in case 4 above

Flight Case 11:

- 1 Guy Wire Kit for Telescopic Mast
- 1 Erection Kit for Telescopic Mast
- 1 Sledge Hammer for Telescopic Mast

Flight Case 12:

- 1 60ft Telescopic Mast (made up of 8 poles)

Annex II: Jamjang FM Equipment List

Station equipment supplied and installed by Max Graef from UK-based organization Radio Active (radioactive.uk.org). Radio Active provides equipment, training and technical assistance for community radio stations, recording studios and radio training centers in the UK and around the world.

Equipment grouped by station location.

Control Room / Talk Studio (in one room)

- 2 D and R Airmate 8 Channel Mixer (1 as backup) with Dust Cover
- 1 PC - I5 processor, 22" LED Screen, DVDWR, 8GB RAM, 1TB RAM, Windows 10
- 1 ZaraRadio Playout Software (included)
- 1 Audio Interface - High-quality USB, 2 input, 2 output
- 2 JBL LSR 305 Monitor Speakers
- 2 Speaker Brackets
- 4 EV RE320 Microphone
- 4 Rode PSA1 Anglepoise Mic Stand
- 4 Audiotechnica ATHM30X Headphones
- 1 Headphone amplifier – 8 way
- 2 GSM interface for hybrid channels
- 2 Studio Phone
- 2 Numark MP103 CD / MP3 Player Rackmount
- 1 Samson PS 10 Rack power distribution and filter
- 1 Large Studio Desk and Equipment Rack - Custom Studio Furniture
- 4 Studio Chairs
- 1 Wiring and cable management to connect all equipment
- 2 On Air Light
- 1 Eaton power ware 2 KVA Online UPS with internal battery (rackmount)

Production Room

- 1 PC - I5 processor, 22" LED Screen, DVDWR, 8GB RAM, 1TB RAM, Windows 10
- 1 Audio Interface - High-quality USB, 2 input, 2 output
- 2 M-Audio BX5 Active Monitor Speakers
- 2 EV RE320 Microphone
- 2 Rode PSA 1 Anglepoise Mic Stand
- 2 Audiotechnica ATHM30X Headphones
- 2 Studio Chairs
- 1 Cabling for Production Room Equipment

Transmission Equipment

- 2 600W FM Transmitter with Built-in Audio Processor (one as backup)
- 2 Stainless steel FM dipole antenna
- 1 Two Way Antenna Phasing Harness / Splitter with 2 jumper leads
- 1 Splitter mounting bracket
- 1 Coaxial feeder cable – 7/8" foam corrugated 80m
- 2 Connectors for Heliac Cable
- 3 Feeder Earthing Kit for 7/8" coax
- 2 Weatherproofing Kit
- 2 Pack of Cable ties, large
- 1 Grounding system
- 1 Grounding plate - copper
- 1 Cable support Clips and materials pack for coax cable
- 1 18 U steel equipment rack
- 1 FM Tuner (Rackmount)
- 1 Fostex Rackmount monitor
- 1 Wiring for transmission rack
- 1 Eaton Powerware 2 KVA Online UPS 19" rack version with internal battery

Miscellaneous Items

- 1 Vacuum cleaner – bagless
- 1 Toolkit (High Quality)
- 1 Stereo Isolation transformer for transmitter room cable feed
- 1 50m Balanced Stereo Audio cable - studio to transmitter room with conduit pipe
- 1 Audio connector and cable pack

About Internews

Internews is an international non-profit organization whose mission is to empower local media worldwide to give people the news and information they need, the ability to connect and the means to make their voices heard.

Internews provides communities the resources to produce local news and information with integrity and independence. With global expertise and reach, Internews trains both media professionals and citizen journalists, introduces innovative media solutions, increases coverage of vital issues and helps establish policies needed for open access to information.

Internews operates internationally, with administrative centers in California, Washington DC, and London, as well as regional hubs in Bangkok and Nairobi. Formed in 1982, Internews has worked in more than 90 countries, and currently has offices in Africa, Asia, Europe, the Middle East, Latin America and North America.

Internews Network is registered as a 501(c)3 organization in California, EIN 94-302-7961. Internews Europe is registered in England and Wales as a Charity no. 1148404 and Company no. 7891107. Internews Network and Internews Europe operate cooperatively with independent boards of directors.

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