

# Listening In



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Contact:  
Brice Rambaud  
Internews Regional Director for Sub-Saharan Africa  
[brambaud@internews.org](mailto:brambaud@internews.org)



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## Executive Summary and Recommendations

Internews set out to take stock of community radio stations (CRS) in Tanzania through a rapid, structured assessment. We were determined to understand the extent to which CRS across the country were providing a valuable public information service, and what barriers could be overcome and opportunities seized to increase their effectiveness in supporting two-way feedback and accountable governance.

In order to ensure the success of future efforts to improve democratic and economic development in Tanzania, the system of producing, disseminating, sharing, trusting in and engaging with information must improve in equal measure.

A team of Internews staff and consultants visited 22 community radio stations in Arusha (8), Dar es Salaam (2), Lindi (5), Mtwara (2), and Zanzibar (5). During each visit, Internewsers asked a consistent set of questions about basic characteristics of the station, their role in local governance, and the needs of the community for further development. To complement this information, Internews staff also visited local NGOs in each location, including 3 in Arusha, 3 in Mtwara, and 5 in Zanzibar, as well as a number of radio listeners in the general public.

Internews structured this report according to our Strategic Framework, which breaks down media and information problems and solutions into four categories – **access**, **content**, **inclusion** and **engagement**. Each of the research questions posed by USAID to Internews was mapped to one of these four categories.



*The pillars the ecosystem assessment looked at in Tanzania.*

## Recommendations

Internews' visit led to the following recommendations for further support to CRS in Tanzania.

**Build the capacity of media to support better local governance.** Most CRS currently do not have the knowledge and capacity necessary to facilitate dialogue on the issues facing their communities, let alone have an impact on them. Mining, land rights, foreign tourism, gender based violence and intercommunity dialogue are among many issues that a high-functioning CRS should be able to discuss with their community in an enlightening way. Internews has found success connecting rural, academic, or other

niche community radio stations to the local issues that motivate people to get involved in civil society and impacting local governance. This requires teaching CRS operators how to organize and facilitate talk shows, social media campaigns, outreach and dialogue with listeners, and related activities. Critically, this also requires building relationships and networks that tie together NGOs and CRSs. Building their capacity to tackle issues of gender based violence, human rights, accountability, youth, resource use and land conflicts which are the frequent flare points in rural areas will be critical. The media steps in when there is a flare-up, but does not do a credible follow-up, such as hosting discussions to provide its listeners with a better understanding of such conflicts.

**Improve business management at stations.** Most CRS are run by a few committed social entrepreneurs, but few have the managerial, financial, marketing or fundraising skills necessary to build sustainable organizations over the long term. A dedicated program of training, mentoring, and matchmaking for CRS leaders with resources in business management will help these entities increase revenues, manage funds efficiently, and reinvest in content that engages their audiences. Incentives for improved human capital should be matched with investments in physical capital, such as improved recorders, computers, transmitters, and other content-generating equipment. Building on a model underway in Arusha<sup>1</sup>, helping stations set up barter systems to exchange services, such as internet, in exchange for airtime for advertising can be a low-cost way for stations to reduce their costs.

**Focus on empowering women through community radio at all levels.** While female representation among the journalist staff at stations examined in the survey, they were rarely among the leaders of the operations who would be responsible for editorial decisions, assignments, or setting the tone for the station's content. Internews has found that women's voices – expressed through the guests that broadcasts include, the on-air talent that engage with the audience, and the decisions of station leaders are an extremely effective way of empowering women to engage in public life. Only a handful of stations visited had women in leadership positions. At the majority, there were no women present in our meetings, or those who were present did not speak. Often women are seen by their male colleagues as community liaisons to fellow women, not as journalists with critical contributions to make to the content. Fostering up the next generation of female station directors and news leaders will help to counteract the decline of women's representation in the mainstream commercial media of the last few years.

**Support the enabling environment that helps community radio thrive.** Long isolated from each other and their centers of power, CRS is a relatively weak actor in local governance that falls short of its potential impact. With the repeated attacks against freedom of expression and freedom of information since President Magufuli was elected in 2015, it has become critical to support the enabling environment for CRS and support advocacy by local organizations to defend their rights as a unified bloc.

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<sup>1</sup> There are interesting and unique relationships in Arusha where some service providers offer their services for free to journalists in exchange of airtime for advertising.

Furthermore, licensing requirements complicate the CRS sector. Non-commercial licenses limit the scale of advertising revenue that allows small stations to grow, while the costs of commercial licenses is substantial for small station.

**Work with established local partners that can improve journalists' performance.**

These can include local NGOs and initiative groups such as Union of Tanzania Press Clubs, Tanzania Editors Forum, the Media Council of Tanzania, Tanzania Media Women's Association (TAMWA) and Community Media Network of Tanzania (COMNETA), and regional equivalents such as Zanzibar Journalism and Mass Media College (ZJMMC) and Zanzibar Press Club (ZPC), which have much to offer to CRS. Ensuring support for journalists long into the future will require building organizations like these to be able to provide significant expertise on their own, without the backing and financial oversight of an international organization.

**Further study of the information ecosystems of local governance.** Due to funding constraints, this rapid assessment was limited to a handful of cities and regions of Tanzania. Much more could be learned through surveys, using mobile phones or focus groups, about the information available to Tanzanians who form the potential audience of these stations. Questions about who Tanzanians trust, who they share information with, and how they engage with local governance based on the information they receive, will greatly advance our understanding. As will a comprehensive map of station locations and signal coverage. This study would inform the geographic areas in greatest need of help and areas where an intervention is likely to result in the greatest impact.

**Tailored support to eligible community radio stations and journalists.** Direct support to select motivated CRSs. The level of support will vary from station to station, depending on ownership structures and their financial potential. Better performing stations in cities like Dar will need training in program production, interviewing skills and managerial skills. Those in rural areas will likely need more basic equipment, management, and editorial training support. Stations owned by local government authorities will need special attention to achieve managerial and editorial independence in order to function more effectively as media for the communities. Technical assistance on how best to cover sensitive topics may be tailored to each station and region, based on the pressing governance challenges facing each community. Representatives of the Media Council of Tanzania in Zanzibar point out that most previous efforts to support journalists provide training, but few provide ongoing mentorship and fellowships to complete major stories.

**Assistance for new media convergence.** Greater use of social media by the stations will make them more viable with a younger, urban audience. In Arusha, internet penetration is already high, and CRSs will miss out on market opportunities if they do not adapt. In less developed areas, texting remains the main form of communication for some of the villages outside the main urban centres, but even this is changing with the unfolding economic opportunities in some areas, such as Mtwara. But it is clear that stations are not currently equipped to run social media platforms, and will need significant help to gain this ability.



### Literature Review: The Need and Opportunities for Sustainability

In an article published in the Journal of Media Business Studies, Christoph Spurk and Filip Dingerkus make the case for building market viability of community radio stations. Other challenges, such as high turnover, low quality content, and lack of capacity for serious programming are directly related to their inability to become financially viable. They find that achieving viability requires (a) development of good content (b) development of media management capacities, and (c) media research covering the extent and satisfaction of local audiences in order to develop local advertising markets that serve local media. Full text available [here](#).

## Information as a Root Solution

### Information Needs of Tanzanians

Internews believes that information is a root solution to myriad development challenges. Markets do not work efficiently or justly without shared information. Governance cannot improve without transparent information sharing and accountable actions to eliminate deficiencies. Without quality information that informs and empowers people in their everyday lives, democracy becomes irrelevant. The uninformed choice of the people leads to often to demagoguery and ruin.

Internews describes the dynamics of information in a society as the *information ecosystem*. In Tanzania, community radio stations play an important role in the information ecosystem, as they are often the only source of formal media dissemination for a community. In rural areas, a CRS may be the only source the average home may have about the region, country, or outside world. As such, CRSs could bridge a critical access to information gap, though their potential to contextualize national and global issues for a local audience.

In February-April 2017, Internews assessed the state of community radio stations (CRS) in and around Arusha (8), Dar es Salaam (2), Lindi (5), Mtwara (2), and Zanzibar (5). To complement this data, Internews also visited CSOs and community leaders in each location.

### **Case Study: ChuChu FM, Zanzibar**

ChuChu FM is based in Zanzibar and is also broadcast in Pemba, Tanga, Bagamoyo and Dar Es Salaam. Its success can be attributed to the quality of their shows and journalists. The team can produce up-to-date news and live shows, and has access to high-level political leaders. Many of their journalists have had Internews training. While ChuChu FM is more developed than other rural stations, many of their journalists have worked for similar small community radios and CSOs that are tied with local communities. The journalists and managers have close ties to CSOs such as TAWMA and the Zanzibar Female Lawyer Association.

Despite the slew of shows and the strong focus on gender issues, the staff at ChuChu FM does not believe that their objectives have been fully reached. ChuChu aims to expand their educational content, in addition to maintaining their entertainment focused shows. The team also aims to expand its audience to attract more women and a range of age groups. Their advertising also pales in comparison to that attracted by larger state-run media. The station owner rents out space in the radio station building, which is the main form of income for the radio station. The staff admitted that marketing for ChuChu FM is difficult and they have been training on business management.

Many CRSs center their content on information that Tanzanians need, including health and sanitation, and women's and youth issues. Some needs go beyond the news. The most popular program on Radio ChuChu, which broadcasts in several regions with local affiliates, is a morning comedy show.

For example, in rural Zanzibar, those relying on agriculture or fishing as a means of survival look to CRS to report on the changes in the environment and weather, which affect critical elements of daily life. Correspondingly, CRSs provide platforms for people to ask for advice on issues regarding family health and gender issues. Finally, the shows provided through CRS keep communities up-to-date on the consistently changing political and social climate of Zanzibar, especially since the election of Tanzanian President John Magufuli.

*"Some [stations] work mostly with authorities and politicians. They need to go further down to the grassroots, inform people about opportunities and of groups achieving success by working together,"* says Zaituni Hamisi of Faidika Wote Pamoja (Let us Prosper Together).

But CRSs struggle to bring in unique content from outside the immediate area. Basic equipment required for the purpose, transport, mobile power generation and internet connectivity all hamper outside reporting.

Tanzanians need more info about local issues, especially governance. Journalists themselves may not grasp the governance issues they are reporting on and local leaders are dealing with. These include agriculture, tourism, gender based violence, drug abuse, good governance, conflicts like between farmers and pastoralists and

development. But most CRSs shy away from covering these issues, but often will cover the story as a compelling news incident when something occurs that they cannot avoid.

The lack of a facilitated dialogue on these issues poses a risk to stability and economic progress, as evidenced by the 2013 protests<sup>2</sup> over an opaque<sup>3</sup> natural gas pipeline construction plan in Mtwara. In this case, the government responded by censoring the media<sup>4</sup> and limiting contact with government officials.

Political turmoil in Zanzibar stemming from ongoing debate about Tanzania's new constitution<sup>5</sup> and the discovery of natural gas off the Tanzanian coast also call for more nuanced, explanatory coverage by local media as rivalry between the mainland and Zanzibar grows. Debates persist over ownership of potential revenue, should oil or gas be found within Zanzibar's territorial waters, which is an issue journalists are eager to receive training on.

Very few stations venture into governance issues. Editors in Arusha cited freedom of speech restrictions on the media and the public. Self-censorship is high, with editors afraid to broadcast controversial issues. The hot topic in Zanzibar is the discovery of oil. Debates persist over ownership of potential revenue, should oil or gas be found within Zanzibar's territorial waters, which is an issue journalists are eager to receive training on, but currently there's not much good information on this issue for people living in the affected area. The ignorance of Mtwara residents of their role in the exploitation of the natural gas discovered in the region leading to the 2013 conflict reflected the limited capacity and role of community radios in the region.

Instead, much of what Tanzanians are getting is rather shallow talk, sports, and infotainment. Dar is booming with information, though little quality content cuts through the din of infotainment.

Rural areas are facing a crisis of access to information. Some estimates as many as 40%<sup>6</sup> of the population have no access to mass media. Radio signals fade as one leaves the major towns, leaving many people out of the national conversation. National networks in particular do not cover these non-urban areas, which spurred the need for CRS in the first place. People in remote areas that rely on agriculture or fishing as a means of survival look to CRS to report on the changes in the environment and weather, which affect critical elements of daily life.

One such station, Radio Tumbatu, is a 20-minute boat ride from the main island of Zanzibar. This greatly limits the ability of the staff of the station to gather news from outside the island. Meetings and other events that are relevant to island residents are expensive for their staff to attend.

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<sup>2</sup> <http://uk.reuters.com/article/tanzania-riots-idUKL6N0E33YE20130522>

<sup>3</sup> <http://www.theeastafrican.co.ke/business/2560-2066890-q10I9sz/index.html>

<sup>4</sup> <http://www.thisafricaonline.com/Business/Legal-Bulletin/Suppression-of-unrest-in-Tanzania-unlikely-to-succeed?ct=true>

<sup>5</sup> <https://www.csis.org/analysis/political-crisis-zanzibar>

<sup>6</sup> [http://en.unesco.org/radioict/sites/radioict/files/interview\\_professor\\_mohammed\\_sheva\\_tanzania\\_transcript.pdf](http://en.unesco.org/radioict/sites/radioict/files/interview_professor_mohammed_sheva_tanzania_transcript.pdf)



## Access

### Basic Mapping of Community Radio Stations

Tanzania has a total of 123 radio broadcasters, according to Tanzania Communications Regulatory Authority. Only 6 of them broadcast nationally, 17 are regional, and 69 are licensed to broadcast in districts. TCRA puts the number of community radio stations at 29.<sup>7</sup> Others as low as five.<sup>8</sup> Several stations analyzed in this report might be better classified as ‘local’ than as ‘community’ radio, as they do not quite meet the UNESCO definition of ‘for, by, and about the community.’<sup>9</sup>

As such, radio is the most accessible means of conveying information in the country. In many districts, a CRS is the only radio source for local information. In particular, the fact that broadcasts are in African languages makes this content most accessible. CRS staff are generally pulled from the communities they report from, which helps them communicate with those who speak Swahili poorly.

*“The staff [at Pride Radio] are able to engage, especially with the people from villages, who sometimes do not know Kiswahili very well and may resort to vernacular to make their point,” says Fidea Ruanda, the Executive Secretary of Mtwara NGOs Network*

Even in larger cities like Dar, small CRSs can find a niche in the audience. However, it remains hard for them to compete for attention in a commercial market. Most CRSs are commercial entities, though a few visited by our team were backed by non-commercial entities like district governments, universities and churches.

The reach of CRSs in rural areas is more variable. Most stations cover a 50km radius from their broadcast tower, though a few reach 150km out. This is sufficient for urban centers but leaves rural areas out of range. For instance, in the 200km drive from Mtwara to Newala district, our team picked up a faint music signal on FM only once, while passing scores of populated villages. No information content was picked up on the entire ride.

*“Community radio stations have helped us a lot. However, they need to extend their reach in the region. Some of them fade out after going a few kilometres out of town.”-* Mohamed Yusaf, radio listener in Lindi

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<sup>7</sup> according to a 2016 report by Tanzania Communications Regulatory Authority (TCRA) <https://www.tcra.go.tz>.

<sup>8</sup> <http://www.tandfonline.com/eprint/jxZPZw6VAgFKgsTPNCdz/full>

<sup>9</sup> See Spurk, C., & Shashi, D., *Rural radio in Tanzania*, Swiss Development Corporation, 2014.

### Case Study: Safari Radio, Mtwara

Safari Radio had 25 employees, 15 of whom trained in basic journalism. With somewhat more high-capacity staff, it has some success gaining an audience. This is particularly true in the urban centers of Mtwara and Lindi, because of innovative packaging of its local content and youth entertainment programs. Safari broadcasts reach both towns, giving it a comparatively large potential audience. Safari has revenue from advertising, sponsored programs, event management, and by providing library and research. The station has a clear management structure under a station manager, and adequate equipment for basic production. Management said station staff is guided by clear editorial policy guidelines, which are prominently displayed on the station's walls. While this is one of the better-run stations in the southeast, it is not available to the residents in the rural hinterlands of the two regions.

Even for areas that have a functioning station, access is significantly limited by the ability of their local station to remain on air in spite of numerous daunting challenges. Broken equipment and long delays to receive spare parts or technicians to install them can leave stations off air for months at a time. Access is also frequently cut during inclement weather. One station our team visited was knocked out by a lightning strike months before, which caused a power surge that knocked out the power supply to the transmitter. Electricity itself is a problem in most areas. Stations running on generators are vulnerable to breakdowns and fuel shortages. Few have a back-up generator waiting to be called upon.

*“Sometimes some of the stations go off the air for long hours because of power failure, leaving us without access for long hours. The stations are our main source of information and entertainment and thus need to be on air all the time,” believes Rashid Mwendo, a listener in Mtwara.*

## Content

### News and Talk Show Quality and Content Creation

Formats and scheduling programs for CRSs vary somewhat, but they generally share some characteristics. Many have one or two news briefings per day of about 10-20 minutes each. Morning talk shows are particularly popular content, as are sports and music programs. These generate the most advertising revenue.

Greater emphasis is also placed on infotainment because it is cheaper to produce. This is particularly the case in Mtwara and at rural stations, where revenues are low the costs of these programs are unsustainable. In Arusha, news programs are popular, and are generally 40-60 minutes long and are broadcast in the evenings. Talk shows range appear 2-3 times per day, and range in format from reviewing newspapers in the morning to discussing contemporary issues in society. Only Sunrise Radio has a weekly program discussing governance issues. They also focus on core issues like gender, politics and morality.

Overall, the quality of information content is variable, but often low. Even talk shows tend to take an infotainment format, discussing sports or culture issues more than public

interest issues, particularly governance issues. Even in this format, the hosts struggle to get the basics right. Our team listening into a broadcast from Arusha found the host not even recalling to introduce guests to the show.

Capabilities for content creation outside the studio are very low – equipment for the purpose is in poor condition, outdated, or non-existent.

Journalists will show up at outside events, but often passively, or with a request for an allowance from the event organizer. This is common in many countries with a poor media sector which fails to pay a decent wage to journalists, but it undermines the image of the journalist in the eyes of the public, and leads to questions about the legitimacy, newsworthiness, and bias in their reporting.

*“It is also difficult to access some of the stations to engage in live discussions. So we need them to improve communication facilities,” says Musa Bakari, a listener in Mtwara.*

The level of education and base capacity at the station varies somewhat by region. In Arusha, journalists and editors interviewed had sound knowledge on journalism and their role in society. Majority of the journalists have Certificates in journalism, most editors have Diploma qualifications while one director has a Master’s Degree in Journalism. Meanwhile, in Mtwara, less than half of the stations’ staff have basic journalism training. Staff sizes typically range from 8-20.

*“For example they do not have enough background knowledge of natural gas, though it is a crucial resource for the region’s and residents’ development,” says Mustafa Kwiyounga of Mtwara Society Against Poverty (MSOAPO).*

In Zanzibar, talk shows provided through CRSs keep communities up-to-date on the consistently changing political and social climate.

Most stations are not guided by any official editorial policy. Though a few claimed to have an editorial policy, in Mtwara, only Safari Radio was able to produce a written version. In their case, it was written clearly and posted around the studio. Journalists at some stations noted that there are unofficial policies, including clear repercussions for covering certain political or business topics in a way that would displease station ownership.



*Editorial Policy on Conflict, Terror and Emergencies at Safari Radio in Mtwara.*

## Business Management

Effective management skills were lacking in nearly all the CRSs visited by our team. We found a lack of clear delegation of responsibilities, editorial policies, sales or fundraising strategy, or even a vision and mission for the enterprise in question. There was some regional variation – more stations in Arusha had Boards and a clearly defined management team, while stations in Mtwara were generally the least organized.

It is important to note that community radio is not clearly defined as separate from commercial radio – for instance, in Arusha, only one of eight stations visited was registered as community radio. The rest are commercial, but they see themselves as driven by community needs. However, the tension with the advertising sales needs of the business side of the operation may undercut the extent to which some of these stations are responsive to their community needs. Few have a structured sales office, or any separation between editorial and sales staff.

A significant number of stations receive funding from international donors. One analysis found \$5.4 million invested in a number of stations by groups including UNESCO (35 stations), BBC Media Action (24), Tanzania Media Fund (13), Farm Radio International (11), Search for Common Ground (7) and Farmer Voice (7) stations. Some stations are funded by two or three of these organizations simultaneously.

Those that have earned revenue depend on income from advertising, which is minimal outside major urban areas, or on NGO-sponsored public service programs. Radio Tumbatu, on an island off Zanzibar, operates in a room of a government office and

### Case Study: Mlimani Radio, Dar es Salaam

Mlimani Radio, the teaching station of the University of Dar Es Salaam, has a larger staff of interns and volunteers, but their seasonal nature hampers business continuity. The station runs on student fees and university budget allocations, which are insufficient to build up the station. Management is also a struggle here, due to the need to constantly retrain new staff and haggle with the university over the budget.

covers costs with community donations. All of its staff are volunteer.

In many cases, station management acknowledge that their staff do not have the capacity to produce content that meets the audience's needs. Station leaders themselves request more training on how to manage their resources effectively, and build up their staff's ability to deliver.

Managing maintenance is a major problem – many stations are in limbo while waiting for parts to repair broken transmitters, power supplies, or other equipment.

## Inclusion

### Gender Inclusion in Content Creation and Dissemination

Inclusion of women in both the staff and the content created by these stations varies widely. Some view gender issues as a primary focus, and spend large parts of their program grid with programs related to issues important to women, such as family planning, family health, gender based violence and education. For others, gender is not a major focus of the content, and the male-dominated audience demonstrates this.

*“Community radio stations need to go down further into communities to bring to attention issues that plague the people at that level. The main one I see is that of generating more debate around the issue of gender equality. Our society is still plagued by gender-based violence (GBV). Women face unequal treatment basically because not enough is being said and done to change the perception” Irene Luoga- radio listener in Mtwara*

On the content creation side, female reporters are common but generally number 30-40% of journalistic staffs. Female news editors are uncommon, but our team did manage to engage with a few important women at their outlets. Female managing editors and owners are extremely rare – our visit identified one Managing Editor only, at Radio Injili in Moshi. Mteгани Radio in Zanzibar has one female manager and one female director on staff. However both Mteгани Radio and Tumbatu FM have at least one female board member.

Some of the most critical content that reaches young women is broadcast via CRS. Programs that encourage enrollment and attendance of young girls in school is a prominent feature, and one often funded by international NGOs. This is a comparatively uncontroversial topic. Radio Pride, in Mtwara, incorporates local issues such as getting more girls to pursue education and stay in school through secondary classes. ChuChu FM, the largest station reviewed, has programs that air on Wednesday and Thursdays geared toward women and girls. The Wednesday “Women’s Show,” discusses general topics that women face such as motherhood and family planning. Thursday’s show focuses on gender equality, gender based violence, and abuse that women face in the community. Al Nour Radio in Zanzibar has a faith-based program called “Islamic Women” which is hosted by two women and discusses social and economic issues while engaging with listeners via telephone.



Many of the community radio stations have no capacity to generate in-depth content on



Radio Production at Info Radio

more difficult gender issues, despite a fair presence of women journalists in their newsrooms.

Editors explained that the problem stems from the low capacity of the journalists and shortage of funds to undertake serious assignments on gender situation in their locations.

*“It is true that these journalists are not paid well at all. Station must understand that there are people who can use money to influence what the journalists report and how they report it,” Fidea Ruanda, Executive Secretary of Mtwara NGO Network*

A number of stations featured women’s empowerment programming on issues like motherhood, family planning, and women’s equality. These programs are often financed by donor organizations.

Some studies have pointed out that as much as 40% of the population is denied access to mass media mostly due to poor communication infrastructure. This includes women, who are less likely to have control over a computer or smartphone.

Women are not always given the opportunity to speak on their experiences. Women are seen more as “community liaisons” and not actual journalists or reporters in many cases.

## Engagement

### Community Relations

While most CRSs have limited ability to cover governance issues with sophistication, in most cases they make some attempt to engage with the public. Their journalists could be trained on how to better contextualize national issues like democratic development, economic policies, or good governance for a local audience. Currently the general public is not provided with a clear connection between politics and their daily lives.

Civil society interviewees in Arusha described the need for CRSs to appreciate members’ community as their allies in programming. They should invite feedback and suggestions about programs they host and use the airtime as an opportunity to reach decision makers. The fact that the majority of people listen to radio for news, and that it is accessible by anyone anywhere makes them hold power that they are yet to exploit or appreciate.

All radio stations have Facebook pages. Some may however not be active as others. Social media to the stations is largely seen as being on Facebook. Fewer have websites, Twitter and Instagram.

Station managers at several locations emphasized their commitment to responding to community needs. This cut across the various ownership structures of the different stations, including those owned by government, entrepreneurs, or NGOs.

*Mtwara Society Against Poverty (MSOAPO) members welcome the community radios and are generally happy with their work. "They have helped us in learning of developments in the other districts of Mtwara region. People are more willing to engage directly in live conversations on radio," says Mustafa Kwiyounga who is a senior official of the organization.*

NGOs report that radio stations engage with them, but many are not proactive. It is mostly the NGOs which initiate contact, usually to request for coverage of events.

*Civil society organization officials blamed some of the radio stations for only covering events when requested. "We expected them to treat us as partners and a reliable source of information. Instead they will only attend an event when requested and demand to be paid some allowance," says Fidea Ruanda of Mtwara NGO Network.*

One church-affiliated station in Dar, Tumaini Radio, reported that their entire staff of 13 journalists had received basic journalism training. The station is owned by the Catholic Church, but journalists have an editorial policy which they are required to adhere to when performing their work. There is no overt political interference. The station does engage in some proselytizing. It faces high labor turnover as trained staff move to bigger, better paying media stations in the city after gathering the experience of working for a broadcast station.

Still, there are cases of useful journalism on governance issues taking place at CRSs. One resident recalled a success story on accountability in the agricultural sector:

*"We listen to our [Ruangwa FM] a lot. It is the only one we rely on. We follow their programs closely and benefit a lot, especially those relating to agriculture. Some of the discussions have yielded positive impact, such as the suspension of the district cooperative officer for failing to ensure farmers were paid on time," said Mtwara resident Khamis Jabir.*

#### Political Interference or Ownership

Ownership models for CRSs vary widely in Tanzania. Most stations were owned by a single private entrepreneur, who, based on the prevailing conditions in the region, often has connections to the political authorities in that region. In some cases, the station exists to promote the other businesses of the entrepreneur, not necessarily to be successful in its own right. They are not incentivized by demand.

While there were few examples of direct politicization of editorial content, there were signs that political issues do interfere with the conduct of journalism by these stations. In Zanzibar, for example, station owners claimed neutrality in political matters and refrained from discussing them.

At commercial stations, the lack of editorial policy guidelines, left open the possibility of the owner dictating what went on air and what did not, especially since many of such stations were launched with commercial interest in mind. The state is one of the biggest advertisers, so many businesses depend on the state and might refrain from advertising in very critical media outlets to protect their core business.<sup>10</sup>

The pervasive role of the ruling party Chama Cha Mapinduzi (CCM) across the country stifles democratic development and freedom of expression. The party has structures at every level of governance, and public servants expected to serve the public owe their allegiance and appointments to the party first. This means that solutions to issues have to be born from within the party because alternative leaders' voices are suppressed.

A concerning development was the 2016 Media Services Act.<sup>11</sup> Among many regressive provisions is Article 7, which states that a licensed media enterprise must observe outlined standards, including "to broadcast or publish news or issues of national importance as the Government may direct." It remains to be seen how this will be fully implemented.

In Arusha, the majority have not faced political interference. There are only two radio stations owned by politicians, which does correlate with their biased coverage on political issues. Radio 5 is associated with former Chadema Presidential aspirant Edward Lowassa. Lowassa was a key CCM luminary until he failed to secure the presidential ticket. The license for Radio 5 is registered to his son's name. Radio 5 was suspended in 2016, fined Tsh5 million (\$2,300), and put under government supervision for allowing a Chadema legislator Godbless Lema to ridicule President Magufuli on its evening talk show.<sup>12</sup>

Also in Arusha, Moshi FM belongs to the former area Member of Parliament for Moshi Philemon Nesambu who is also a key opposition leader and financier for Chadema.

Those owned directly by the local authorities, such as district councils, do effect the norms of behavior at the station does spur self-censorship. Their influence over the content is not guided by a written editorial policy, but in the fears of the staff of displeasing their bosses. According to an editor of one of the station in Arusha who asked not to be named, there are severe penalties, including sacking of editors, for

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<sup>10</sup> <http://www.tandfonline.com/eprint/jxZPZw6VAgFKgsTPNCdz/full>

<sup>11</sup> <http://habari.go.tz/uploads/documents/sw/1481107152-MEDIA%20SERVICE%20ACT%202016.pdf>

<sup>12</sup> <http://www.theeastafrican.co.ke/news/Tanzania-penalises-two-radio-stations-for-sedition/2558-3384204-5hc3oqz/index.html>

those who dare cross unwritten lines. Talk show hosts frequently invite only one side of a political issue to comment.

Hits FM, a commercial station own by Zanzibar Cable Television, has built up advertising revenue by using mobile services. Al Nour Radio, operated by the Al Nour Charity for the Needy in Zanzibar, receives most of its funds by selling water and soliciting charitable donations. The station reports that they refrain from soliciting the most profitable advertisers, which include cigarette and alcohol distributors, on religious grounds.



*Radio journalist on the air at Al Nour Radio*

Some privately-owned stations lack the professional resources to package informed political content. Radio Info in Mtwara was one such clear case. When we asked to meet the editor, the station manager told us that there was no need for such meeting, as he himself would answer all our questions, even those on editorial policy. It was also clear from interviews with staff in media houses that many of the editors lacking policy guidelines, find it safer to avoid hosting controversial political content, encouraging light, non-controversial program, such as news bulletins listing schedules of events and what officials wanted relayed to the public, and then moving on to music and sports reviews.

Among the eight stations visited in Arusha, one was owned by parliamentarian Philemon Ndesamburo, who is also a key opposition leader and financier for Chadema, while Radio 5 is registered to the son of former Presidential candidate Edward Lowassa. Only Sunrise Radio has a program that discusses governance issues weekly. The rest are either afraid or unsure how to have the show without provoking the government to shut them down or frustrate their work.

#### Case Study: Radio Newala, Mtwara

The Newala District Council runs Radio Newala, which covers a somewhat wide, 120km radius. The station is one of the main sources of income for the Council. Normally it broadcasts 18 hours per day, but it was off air when our team visited and awaiting equipment to repair the power supply. The radio revenue earned through advertisements is directly controlled by the Newala District Council, and management says the bureaucratic system of accessing funds has affected radio operations. Council involvement also limits political independence of the station. It runs a 10-minute bulletin every day at 7 pm and has a popular breakfast show and a late afternoon program, both of which focus on happenings in the region, country and world, accompanied with music. The journalists generally avoid political issues that may prove problematic.



Four of the seven stations in Lindi and Mtwara are owned by the district councils, thus coming directly under the government authorities in those districts. Their parameters are set for them by the government officials in-charge of the councils.

Even stations without direct government ownership in some cases work with the local authorities. At the University station in Dar es Salaam, journalists are free to report anything, yet they censor themselves to avoid conflict with the government.

Some of the community radio stations such as Safari and Pride in Mtwara engage the community in interactive talk shows on culture and sports, but do not encourage in-depth political discussions by their journalists. Apparently the Mtwara media's experience during the tensions between the government and the people around the issue of natural gas extraction still haunts them.



*Safari Radio Production.*

During those events in 2013, a TV journalist had his home and properties set ablaze by protesters for allegedly reporting the gas saga news in support of the Government.

Kwiyunga added that one of the community radio stations was nearly burnt down because it was being used to propagate positions of certain politicians. “We also sense some kind of persisting fear; a lack of professional boldness in engaging people to comment on governance issues,” he says.

*Ruanda noted that at one time when politicians used journalists of a particular popular radio to promote their private political ambitions, the popularity of the station plummeted. “While it affected the radio directly, the community was equally affected because the radio had lost focus,” she said.*

## Data on Visited Outlets

A table with key data on each station visited for this assessment, including numbers of employees, transmitter power, key logistical challenges, is available as an attachment. Also included is a list of NGO and community leaders met during the site visits.

## About the Project and Internews

### Researchers for this project included

Wenceslaus Mushi, Project Director, Internews in Tanzania

Joel Malabranche, Program Officer, Internews Africa Regional Office



Shitemi Khamadi, Media Consultant

### About Internews

Internews is a US-based non-profit organization which believes that high quality, local information is a root solution to advancing social, economic, and political progress. Internews works at the intersection of media, information, and development. Our purpose is to ensure that all people are fully empowered with the information they need to have a voice in their future and to make informed choices for their families and their communities.

For more information about how we analyze and address information challenges, see our [5-year strategic framework](#).

### Internews's work in Tanzania

Internews has been working in Tanzania since 2015, providing support to journalists to improve the quality of content and report on governance issues effectively and ethically including the 2015 elections. Several of those CRS station staff interviewed for this report were previously trained by Internews, including Salma Aley, the Assistant Manager at ChuChu FM and the *Excellence in Journalism Awards Tanzania (EJAT)* award winner.

## Appendix I: Radio Assessments

### Arusha

<b>Name of station</b>		Idea Radio
<b>Location</b>		Ngaramtoni
<b>Year of creation</b>		2014
<b>Number of staff</b>	Total number	7
	Number of Men/Women	3 women, 4 men
	Paid	All
	Volunteers	3
	Interns	3
	Others	
<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	No
<b>Transmitter</b>	Age	4 years
	Power (in Watts)	1000kw
	Tower (in meters)	Mounted on a hill
	Reach (radius in Kms)	Over 100 (broadcasts the entire Arusha, Kate, Kilimanjaro, Dodoma)
	Condition	Problematic
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	No
	Number of laptops and desktops	2, 1 each
	Number of field recorders	2, but 1 is spoilt
	Internet (y/n)	No
	Internet provider	N/A
<b>Programming</b>	Number of broadcast hours per day	18 hours
	Main news (frequency per day)	2
	Main news (duration, and average number of items per bulletin)	15 min, 9 items per bulletin
	News magazines (number and theme of magazine)	1 – newspaper reviews only

	Talk Shows (number per day)	2
	Talk Shows (main themes tackled)	Youth focused content mainly
	Feature stories (y/n)	No
<b>Social media</b>	Active/not active	No
	FB account (y/n)	Yes
	SMS use (y/n)	Yes
	Name of SMS software	Normal texts, not software
	Preferred method of interaction with listeners?	Call ins, SMS
<b>Sources of revenue</b>	Advertisement (y/n)	No
	Sponsored programs (y/n)	No
	Public announcements (y/n)	No
	Other source?	N/A
	Presence of a marketing/sales person in the station?	No
<b>Management</b>	Organogram (y/n)	No
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	Only the Chief Editor and a Deputy
	Programme manager (y/n)	No
	Finance Manager (y/n)	Yes

<b>Name of station</b>		Mambo Jambo Radio
<b>Location</b>		Njiro
<b>Year of creation</b>		2007
<b>Number of staff</b>	Total number	15
	Number of Men/Women	5 ladies, 10 men
	Paid	All
	Volunteers	3
	Interns	3
	Others	
<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	No
<b>Transmitter</b>	Age	
	Power (in Watts)	
	Tower (in meters)	
	Reach (radius in Kms)	The whole of Arusha

	Condition	Perfect
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	Yes
	Number of laptops and desktops	3 laptops, 5 desktops
	Number of field recorders	12
	Internet (y/n)	Yes
	Internet provider	MCT
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	3
	Main news (duration, and average number of items per bulletin)	10, not less than 7 or more than 10 bulletins
	News magazines (number and theme of magazine)	1 – newspaper reviews only
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	Community issues
	Feature stories (y/n)	Yes, 2 a week
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	Yes
	SMS use (y/n)	Yes
	Name of SMS software	Voxbox
	Preferred method of interaction with listeners?	Call ins, SMS, live in locations
<b>Sources of revenue</b>	Advertisement (y/n)	Yes
	Sponsored programs (y/n)	Yes
	Public announcements (y/n)	Yes
	Other source?	Selling airtime
	Presence of a marketing/sales person in the station?	Yes
<b>Management</b>	Organogram (y/n)	Yes
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	One Chief Editor and a sub-editor
	Programme manager (y/n)	Yes
	Finance Manager (y/n)	No

<b>Name of station</b>		Moshi FM
<b>Location</b>		Moshi
<b>Year of creation</b>		2007
<b>Number of staff</b>	Total number	19
	Number of Men/Women	5 women, 14 men
	Paid	All
	Volunteers	0
	Interns	2
	Others	
<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	Yes
<b>Transmitter</b>	Age	6 years
	Power (in Watts)	2000
	Tower (in meters)	Mounted on a hill, it is 24 meters high but plans are underway to get it to 42
	Reach (radius in Kms)	100
	Condition	Good
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	Yes
	Number of laptops and desktops	8 laptops, 5 desktops
	Number of field recorders	6
	Internet (y/n)	Yes
	Internet provider	TTLIC, Smile
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	2
	Main news (duration, and average number of items per bulletin)	10 mins, 6 to 10 items per bulletin
	News magazines (number and theme of magazine)	1 – newspaper reviews only



	Talk Shows (number per day)	2
	Talk Shows (main themes tackled)	Contemporary issues
	Feature stories (y/n)	2 per week
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	Yes
	SMS use (y/n)	Yes
	Name of SMS software	Normal texts, not software
	Preferred method of interaction with listeners?	Call ins, SMS
<b>Sources of revenue</b>	Advertisement (y/n)	Yes
	Sponsored programs (y/n)	Yes
	Public announcements (y/n)	Yes
	Other source?	N/A
	Presence of a marketing/sales person in the station?	No, journalists do both journalism and marketing
<b>Management</b>	Organogram (y/n)	Yes
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	Yes
	Programme manager (y/n)	Yes
	Finance Manager (y/n)	One for all the brand of companies, but each has their own accountant.

<b>Name of station</b>		ORS – Simanjiro Manyara
<b>Location</b>		Simanjiro
<b>Year of creation</b>		2002
<b>Number of staff</b>	Total number	8
	Number of Men/Women	4 each
	Paid	None (they are to be paid but there are no revenues)
	Volunteers	3
	Interns	None
	Others	

<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	No
<b>Transmitter</b>	Age	A very old one donated by UNESCO
	Power (in Watts)	1kw
	Tower (in meters)	225
	Reach (radius in Kms)	
	Condition	Problematic
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	No
	Number of laptops and desktops	2 desktops
	Number of field recorders	7
	Internet (y/n)	No
	Internet provider	N/A
<b>Programming</b>	Number of broadcast hours per day	10 hours
	Main news (frequency per day)	2
	Main news (duration, and average number of items per bulletin)	15 min, 8 to 10 items per bulletin
	News magazines (number and theme of magazine)	1 – newspaper reviews only
	Talk Shows (number per day)	1
	Talk Shows (main themes tackled)	Land grabbing, conflicts – farmers and pastoralists, morality, drug abuse
	Feature stories (y/n)	No
<b>Social media</b>	Active/not active	No
	FB account (y/n)	No
	SMS use (y/n)	Yes
	Name of SMS software	Normal texts, not software
	Preferred method of interaction with listeners?	Call ins, SMS

<b>Sources of revenue</b>	Advertisement (y/n)	No
	Sponsored programs (y/n)	No
	Public announcements (y/n)	No
	Other source?	N/A
	Presence of a marketing/sales person in the station?	No
<b>Management</b>	Organogram (y/n)	No
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	Yes but acting
	Programme manager (y/n)	Yes
	Finance Manager (y/n)	Yes

<b>Name of station</b>		Radio Injili
<b>Location</b>		Moshi
<b>Year of creation</b>		1962 – AM, 1994 - FM
<b>Number of staff</b>	Total number	25
	Number of Men/Women	70% are women
	Paid	All
	Volunteers	0
	Interns	2
	Others	
<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	Yes
<b>Transmitter</b>	Age	
	Power (in Watts)	
	Tower (in meters)	
	Reach (radius in Kms)	Covers the whole country
	Condition	Good
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	Yes, they sometimes use it
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	No
	Number of laptops and desktops	Sufficient for both

	Number of field recorders	40
	Internet (y/n)	Yes
	Internet provider	TTLIC
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	2
	Main news (duration, and average number of items per bulletin)	40 mins evening show, 20 mins morning show, 9 items per bulletin
	News magazines (number and theme of magazine)	1 – newspaper reviews only
	Talk Shows (number per day)	2
	Talk Shows (main themes tackled)	Road safety, Christianity, contemporary issues
	Feature stories (y/n)	No
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	Yes
	SMS use (y/n)	Yes
	Name of SMS software	Normal texts, not software
	Preferred method of interaction with listeners?	Call ins, SMS
<b>Sources of revenue</b>	Advertisement (y/n)	Yes, but limited to brands
	Sponsored programs (y/n)	Yes
	Public announcements (y/n)	Yes
	Other source?	N/A
	Presence of a marketing/sales person in the station?	No, the PR person handles it
<b>Management</b>	Organogram (y/n)	Yes
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	Yes
	Programme manager (y/n)	Yes
	Finance Manager (y/n)	Yes

<b>Name of station</b>		Sunrise Radio
<b>Location</b>		Ilboru
<b>Year of creation</b>		2011
<b>Number of staff</b>	Total number	20
	Number of Men/Women	8 women, 12 men
	Paid	15

	Volunteers	5
	Interns	0
	Others	
<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	Yes
<b>Transmitter</b>	Age	3 years
	Power (in Watts)	2000
	Tower (in meters)	Mounted on a hill, it is 24 meters high but plans are underway to get it to 42
	Reach (radius in Kms)	The whole of Arusha
	Condition	Perfect
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	No
	Number of laptops and desktops	6 laptops, 12 desktops
	Number of field recorders	5
	Internet (y/n)	Yes
	Internet provider	Halotel
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	3
	Main news (duration, and average number of items per bulletin)	2 are ten mins long, one is one hour, 12 bulletins
	News magazines (number and theme of magazine)	1 – newspaper reviews only
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	Topical issues
	Feature stories (y/n)	At least once a week
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	Yes



	SMS use (y/n)	Yes
	Name of SMS software	Voxbox, which they are piloting
	Preferred method of interaction with listeners?	Call ins, SMS
<b>Sources of revenue</b>	Advertisement (y/n)	Yes
	Sponsored programs (y/n)	Yes
	Public announcements (y/n)	Yes
	Other source?	N/A
	Presence of a marketing/sales person in the station?	Yes, four people
<b>Management</b>	Organogram (y/n)	Yes
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	Yes
	Programme manager (y/n)	Yes, doubles as Station Manager
	Finance Manager (y/n)	Yes

<b>Name of station</b>		Triple A
<b>Location</b>		Ngarenaro
<b>Year of creation</b>		2007
<b>Number of staff</b>	Total number	10
	Number of Men/Women	3 ladies, 7 men
	Paid	Some are paid
	Volunteers	0
	Interns	3
	Others	
<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	Yes
<b>Transmitter</b>	Age	
	Power (in Watts)	
	Tower (in meters)	
	Reach (radius in Kms)	The whole of Arusha
	Condition	Perfect
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	Good

	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	No
	Number of laptops and desktops	1 laptops, 4 desktops
	Number of field recorders	3
	Internet (y/n)	Yes
	Internet provider	Artish
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	2
	Main news (duration, and average number of items per bulletin)	8, but the evening news wrap (Matukio) is 45 mins
	News magazines (number and theme of magazine)	1 – newspaper reviews only
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	Each day has specific broad themes; Family, Transport, Economics, Politics, Education
	Feature stories (y/n)	At least once a week
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	Yes, largely for entertainment content
	SMS use (y/n)	Yes
	Name of SMS software	Normal SMS
	Preferred method of interaction with listeners?	Call ins, SMS
<b>Sources of revenue</b>	Advertisement (y/n)	Yes
	Sponsored programs (y/n)	Yes
	Public announcements (y/n)	Yes
	Other source?	N/A
	Presence of a marketing/sales person in the station?	Yes
<b>Management</b>	Organogram (y/n)	Yes
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	Yes
	Programme manager (y/n)	Yes
	Finance Manager (y/n)	Yes

<b>Name of station</b>		Radio 5
<b>Location</b>		Njiro
<b>Year of creation</b>		2007
<b>Number of staff</b>	Total number	23
	Number of Men/Women	10 ladies, 13 men
	Paid	All
	Volunteers	None
	Interns	3
	Others	
<b>Training</b>	Number of journalists trained in journalism	All
	Editor trained in editorial leadership (y/n)	No
<b>Transmitter</b>	Age	7 years
	Power (in Watts)	
	Tower (in meters)	
	Reach (radius in Kms)	In seven provinces
	Condition	Perfect
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	Frequent black-outs
	Back up generator (y/n)	Yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Yes
	Outside broadcast set (y/n)	Yes
	Number of laptops and desktops	5 desktops
	Number of field recorders	5
	Internet (y/n)	Yes
	Internet provider	Fiber, TTLC
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	6
	Main news (duration, and average number of items per bulletin)	6 to 8, used to be 10 before the shutdown. 5 news bulletins
	News magazines (number and theme of magazine)	1 – newspaper reviews only
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	Community, national

	Feature stories (y/n)	Yes,
<b>Social media</b>	Active/not active	Inactive
	FB account (y/n)	Yes
	SMS use (y/n)	Yes
	Name of SMS software	Normal SMS
	Preferred method of interaction with listeners?	Call ins, SMS, live in locations
<b>Sources of revenue</b>	Advertisement (y/n)	Yes
	Sponsored programs (y/n)	Yes
	Public announcements (y/n)	Yes
	Other source?	Selling airtime
	Presence of a marketing/sales person in the station?	Yes, 4 people
<b>Management</b>	Organogram (y/n)	Yes
	Editorial policy (y/n)	Yes
	Management structure	Yes
	News editor (y/n)	Yes
	Programme manager (y/n)	Yes
	Finance Manager (y/n)	Yes

## Zanzibar

<b>Name of station</b>	Radio Tumbatu	
<b>Location</b>	Tumbatu Island	
<b>Year of creation</b>		2013
<b>Number of staff</b>	Total number	8
	Number of Men/Women	4m,4f
	Paid	0
	Volunteers	3
	Interns	0
	Others	0
<b>Training</b>	Number of journalists trained in journalism	3
	Editor trained in editorial leadership (y/n)	y
<b>Transmitter</b>	Age	3
	Power (in Watts)	300 W
	Tower (in meters)	80 M
	Reach (radius in Kms)	Region
	Condition	Poor
<b>Power source</b>	Source?	General
	Issues (detail problems)	Frequent cuts
	Back-up generator (y/n)	n
	Will to have solar panel?	y

<b>Studio &amp; small equipment</b>	Live studio condition	Small room
	Production studio (y/n)	y
	Outside broadcast set (y/n)	n
	Number of laptops and desktops	3 Laptops
	Number of field recorders	2
	Internet (y/n)	y (inconsistent)
	Internet provider	y
<b>Programming</b>	Number of broadcast hours per day	2
	Main news (frequency per day)	2
	Main news (duration, and average number of items per bulletin)	2x 10 min
	News magazines (number and theme of magazine)	2 – Agriculture (fishing), local news and Family planning
	Talk Shows (number per day)	2
	Talk Shows (main themes tackled)	2 – Village news and Women's show
	Feature stories (y/n)	n
<b>Social media</b>	Active/not active	
	FB account (y/n)	y
	SMS use (y/n)	n
	Name of SMS software	n
	Preferred method of interaction with listeners?	In person, In studio
<b>Sources of revenue</b>	Advertisement (y/n)	n
	Sponsored programs (y/n)	n
	Public announcements (y/n)	n
	Other source?	n
	Presence of a marketing/sales person in the station?	n
<b>Management</b>	Organogram (y/n)	n
	Editorial policy (y/n)	y
	Management structure	8 staff
	News editor (y/n)	y - 2
	Programme manager (y/n)	y - 1
	Finance Manager (y/n)	N

<b>Name of station</b>	Radio Mteгани	
<b>Location</b>	Micheweni	
<b>Year of creation</b>	2007	
<b>Number of staff</b>	Total number	14
	Number of Men/Women	6w, 8m



	Paid	No
	Volunteers	No
	Interns	No
	Others	
<b>Training</b>	Number of journalists trained in journalism	1
	Editor trained in editorial leadership (y/n)	y
<b>Transmitter</b>	Age	4 years
	Power (in Watts)	300
	Tower (in meters)	
	Reach (radius in Kms)	
	Condition	Poor
<b>Power source</b>	Source?	Main grid
	Issues (detail problems)	inconsistent
	Back up generator (y/n)	n
	Will to have solar panel?	Yes
<b>Studio &amp; small equipment</b>	Live studio condition	Poor - small
	Production studio (y/n)	y
	Outside broadcast set (y/n)	n
	Number of laptops and desktops	1
	Number of field recorders	1
	Internet (y/n)	y
	Internet provider	Zanlink
<b>Programming</b>	Number of broadcast hours per day	4
	Main news (frequency per day)	2x
	Main news (duration, and average number of items per bulletin)	8 min
	News magazines (number and theme of magazine)	Shows – Youth, football (local) and political party
	Talk Shows (number per day)	2
	Talk Shows (main themes tackled)	Health, agriculture, HIV education, gender.
	Feature stories (y/n)	n
<b>Social media</b>	Active/not active	
	FB account (y/n)	y
	SMS use (y/n)	n
	Name of SMS software	

	Preferred method of interaction with listeners?	Phone
<b>Sources of revenue</b>	Advertisement (y/n)	n
	Sponsored programs (y/n)	n
	Public announcements (y/n)	n
	Other source?	
	Presence of a marketing/sales person in the station?	n
<b>Management</b>	Organogram (y/n)	n
	Editorial policy (y/n)	y
	Management structure	1 Director, 1 manager, 4 newsroom
	News editor (y/n)	y
	Programme manager (y/n)	y
	Finance Manager (y/n)	n

<b>Name of station</b>	ChuChu FM	
<b>Location</b>	Stone town	
<b>Year of creation</b>		2007
<b>Number of staff</b>	Total number	26
	Number of Men/Women	10w, 16 m
	Paid	26
	Volunteers	0
	Interns	0
	Others	0
<b>Training</b>	Number of journalists trained in journalism	22
	Editor trained in editorial leadership (y/n)	y-1
<b>Transmitter</b>	Age	10 years
	Power (in Watts)	4 KW
	Tower (in meters)	
	Reach (radius in Kms)	TZ
	Condition	OK
<b>Power source</b>	Source?	General
	Issues (detail problems)	-
	Back up generator (y/n)	y
	Will to have solar panel?	y
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	y
	Outside broadcast set (y/n)	n
	Number of laptops and desktops	12 Laptops, 1 Desktop

	Number of field recorders	
	Internet (y/n)	y
	Internet provider	Zantel
<b>Programming</b>	Number of broadcast hours per day	2
	Main news (frequency per day)	
	Main news (duration, and average number of items per bulletin)	3x 15 min
	News magazines (number and theme of magazine)	10
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	
	Feature stories (y/n)	y
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	Y
	SMS use (y/n)	Y
	Name of SMS software	
	Preferred method of interaction with listeners?	Phone & SMS
<b>Sources of revenue</b>	Advertisement (y/n)	y
	Sponsored programs (y/n)	n
	Public announcements (y/n)	y
	Other source?	
	Presence of a marketing/sales person in the station?	n
<b>Management</b>	Organogram (y/n)	y
	Editorial policy (y/n)	y
	Management structure	5 news room, 3 interns, 1 manager, 1 editor, 1 reporter
	News editor (y/n)	y
	Programme manager (y/n)	y
	Finance Manager (y/n)	n

<b>Name of station</b>	HITS FM	
<b>Location</b>	Stone town	
<b>Year of creation</b>		
<b>Number of staff</b>	Total number	22
	Number of Men/Women	11 w, 11 men (50%)
	Paid	22
	Volunteers	0
	Interns	0
	Others	0
<b>Training</b>	Number of journalists trained in journalism	20

	Editor trained in editorial leadership (y/n)	y
<b>Transmitter</b>	Age	2007
	Power (in Watts)	3 KW
	Tower (in meters)	None -- ZBC
	Reach (radius in Kms)	Reaches Mgua
	Condition	Good
<b>Power source</b>	Source?	ZBC
	Issues (detail problems)	None
	Back up generator (y/n)	Y
	Will to have solar panel?	Y
<b>Studio &amp; small equipment</b>	Live studio condition	Good
	Production studio (y/n)	Y
	Outside broadcast set (y/n)	N
	Number of laptops and desktops	12
	Number of field recorders	5
	Internet (y/n)	y
	Internet provider	ZBC - Satellite
<b>Programming</b>	Number of broadcast hours per day	3
	Main news (frequency per day)	4
	Main news (duration, and average number of items per bulletin)	News bulletin --- 2-3 days (9am, 4pm, 10pm) – 10 min each—local news first (most popular)
	News magazines (number and theme of magazine)	<ol style="list-style-type: none"> <li>1. Amuka Africa – morning show (live) 6am – 9am</li> <li>2. Jambo Leo – Talk show 9:15 – 11am</li> <li>3. Minors thing (DJ and presenter) 11-1pm</li> </ol>
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	<ul style="list-style-type: none"> <li>• Health, environment, women and children, business, discussion on social norms.</li> </ul>

	Feature stories (y/n)	y
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	Y
	SMS use (y/n)	Y
	Name of SMS software	
	Preferred method of interaction with listeners?	Phone, SMS
<b>Sources of revenue</b>	Advertisement (y/n)	Y
	Sponsored programs (y/n)	N
	Public announcements (y/n)	Y
	Other source?	
	Presence of a marketing/sales person in the station?	N
<b>Management</b>	Organogram (y/n)	Y
	Editorial policy (y/n)	Y
	Management structure	Y
	News editor (y/n)	Y
	Programme manager (y/n)	Y
	Finance Manager (y/n)	N

<b>Name of station</b>	Al Nour Radio	
<b>Location</b>	Stown Town	
<b>Year of creation</b>		2009
<b>Number of staff</b>	Total number	13
	Number of Men/Women	4w, 9m
	Paid	13
	Volunteers	5
	Interns	
	Others	
<b>Training</b>	Number of journalists trained in journalism	
	Editor trained in editorial leadership (y/n)	
<b>Transmitter</b>	Age	
	Power (in Watts)	2kw
	Tower (in meters)	Rented from ZBC
	Reach (radius in Kms)	
	Condition	Good
<b>Power source</b>	Source?	
	Issues (detail problems)	
	Back up generator (y/n)	y
	Will to have solar panel?	y
<b>Studio &amp; small equipment</b>	Live studio condition	Good



	Production studio (y/n)	y
	Outside broadcast set (y/n)	
	Number of laptops and desktops	7 (1 desktop mac)
	Number of field recorders	3
	Internet (y/n)	y
	Internet provider	Zantel
<b>Programming</b>	Number of broadcast hours per day	
	Main news (frequency per day)	2x daily
	Main news (duration, and average number of items per bulletin)	News Bulletin – 2x daily – 15 min (8am and 9PM) – Local comes first
	News magazines (number and theme of magazine)	4
	Talk Shows (number per day)	
	Talk Shows (main themes tackled)	<ul style="list-style-type: none"> <li>• Social, cultural and religious:</li> <li>• Bustani Afaluma – Family relationships, marriage advice</li> <li>• Mtalla “weekly expert” –</li> <li>• Promotion of Good - youth</li> <li>• Nouro Yetu – “Our light” <ul style="list-style-type: none"> <li>○ Varsity of concepts are discussed and participatory (70% of shows are participatory)</li> </ul> </li> </ul>
	Feature stories (y/n)	y
<b>Social media</b>	Active/not active	
	FB account (y/n)	y
	SMS use (y/n)	y

	Name of SMS software	
	Preferred method of interaction with listeners?	SMS and Phone
<b>Sources of revenue</b>	Advertisement (y/n)	n
	Sponsored programs (y/n)	n
	Public announcements (y/n)	y
	Other source?	
	Presence of a marketing/sales person in the station?	y
<b>Management</b>	Organogram (y/n)	y
	Editorial policy (y/n)	y
	Management structure	
	News editor (y/n)	y
	Programme manager (y/n)	y
	Finance Manager (y/n)	n

#### DAR and Mtwara

<b>Name of station</b>		FADHILA RADIO FM
<b>Location</b>		MASASI, MTWARA
<b>Year of creation</b>		2013
<b>Number of staff</b>	Total number	14
	Number of Men/Women	10/4
	Paid	4
	Volunteers	10
	Interns	none
	Others	
<b>Training</b>	Number of journalists trained in journalism	6
	Editor trained in editorial leadership (y/n)	YES
<b>Transmitter</b>	Age	6 years
	Power (in Watts)	250 watts
	Tower (in meters)	40 metres
	Reach (radius in Kms)	50 kms
	Condition	Good
<b>Power source</b>	Source?	TANESCO (Mains)
	Issues (detail problems)	Power outages;
	Back up generator (y/n)	YES
	Will to have solar panel?	Very keen
<b>Studio &amp; small equipment</b>	Live studio condition	Fairly good
	Production studio (y/n)	YES
	Outside broadcast set (y/n)	YES
	Number of laptops and desktops	3laptops; 2 desktops
	Number of field recorders	2

	Internet (y/n)	YES
	Internet provider	Simbanet
<b>Programming</b>	Number of broadcast hours per day	18 hours
	Main news (frequency per day)	Once 8pm; (plus briefs at 12 noon)
	Main news (duration, and average number of items per bulletin)	15 minutes; 8 items.
	News magazines (number and theme of magazine)	2 – weekly review of local, national and African issues.
	Talk Shows (number per day)	Once a week
	Talk Shows (main themes tackled)	Local, i.e. community issues education, family, etc.
	Feature stories (y/n)	YES
<b>Social media</b>	Active/not active	ACTIVE
	FB account (y/n)	YES
	SMS use (y/n)	YES
	Name of SMS software	
	Preferred method of interaction with listeners?	PHONE
<b>Sources of revenue</b>	Advertisement (y/n)	YES
	Sponsored programs (y/n)	YES
	Public announcements (y/n)	YES
	Other source?	
	Presence of a marketing/sales person in the station?	No
<b>Management</b>	Organogram (y/n)	YES
	Editorial policy (y/n)	YES
	Management structure	YES
	News editor (y/n)	YES
	Programme manager (y/n)	YES
	Finance Manager (y/n)	Part-time

<b>Name of station</b>		MASHUJAA FM
<b>Location</b>		LINDI TOWN
<b>Year of creation</b>		2015
<b>Number of staff</b>	Total number	13
	Number of Men/Women 5 women	8 men
	Paid	13
	Volunteers	-
	Interns	4
	Others	-
<b>Training</b>	Number of journalists trained in journalism	7
	Editor trained in editorial leadership (y/n)	yes
<b>Transmitter</b>	Age	2 yrs

	Power (in Watts)	1000 watts
	Tower (in meters)	1
	Reach (radius in Kms)	100 kms
	Condition	good
<b>Power source</b>	Source?	TanESCO
	Issues (detail problems) when power off, gas fuel is an issue	
	Backup generator (y/n)	yes
	Will to have solar panel? Later they plan so.	
<b>Studio &amp; small equipment</b>	Live studio condition	good
	Production studio (y/n)	yes
	Outside broadcast set (y/n)	no
	Number of laptops and desktops 2laptops	7 desktops
	Number of field recorders 3 voice recorder	
	Internet (y/n) modem	no
	Internet provider	
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	2 times
	Main news (duration, and average number of items per bulletin) 3local 4 national	International 10min
	News magazines (number and theme of magazine)	
	Talk Shows (number per day)	Many times everyday
	Talk Shows (main themes tackled)	
	Feature stories (y/n)	yes
<b>Social media</b>	Active/not active	active
	FB account (y/n)	yes
	SMS use (y/n)	yes
	Name of SMS software	Front line sms
	Preferred method of interaction with listeners?	sms
<b>Sources of revenue</b>	Advertisement (y/n)	yes
	Sponsored programs (y/n)	no
	Public announcements (y/n)	yes
	Other source?	
	Presence of a marketing/sales person in the station?	yes
<b>Management</b>	Organogram (y/n)	yes
	Editorial policy (y/n)	
	Management structure	yes
	News editor (y/n)	yes
	Programme manager (y/n)	yes
	Finance Manager (y/n)	yes
<b>Name of station</b>		PRIDE FM
<b>Location</b>		MTWARA
<b>Year of creation</b>		1998

<b>Number of staff</b>	Total number	22
	Number of Men/Women 5women	17 men
	Paid 18	
	Volunteers	4 paid some amount
	Interns	
	Others	
<b>Training</b>	Number of journalists trained in journalism	22
	Editor trained in editorial leadership (y/n)	yes
<b>Transmitter</b>	Age	
	Power (in Watts)	100 watts
	Tower (in meters)	65 meter
	Reach (radius in Kms)	120 km
	Condition	Good
<b>Power source</b>	Source?	
	Issues (detail problems) TANESO	went off
	Back up generator (y/n)	yes
	Will to have solar panel?	no
<b>Studio &amp; small equipment</b>	Live studio condition	good
	Production studio (y/n)	yes
	Outside broadcast set (y/n)	yes
	Number of laptops and desktops 3 laptop	8desktop
	Number of field recorders	12 voice recorder
	Internet (y/n)	yes
	Internet provider	ttcl
<b>Programming</b>	Number of broadcast hours per day	24 hours
	Main news (frequency per day)	3 times 6-10-4usiku
	Main news (duration, and average number of items per bulletin)	20 to 15 news
	News magazines (number and theme of magazine)	4 local
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	
	Feature stories (y/n)	yes
<b>Social media</b>	Active/not active	yes
	FB account (y/n)	yes
	SMS use (y/n)	yes
	Name of SMS software	Frontline sms
	Preferred method of interaction with listeners?	phone
<b>Sources of revenue</b>	Advertisement (y/n)	yes
	Sponsored programs (y/n)	yes
	Public announcements (y/n)	yes
	Other source?	
	Presence of a marketing/sales person in the station?	yes
<b>Management</b>	Organogram (y/n)	yes



	Editorial policy (y/n)	yes
	Management structure	yes
	News editor (y/n)	yes
	Programme manager (y/n)	yes
	Finance Manager (y/n)	yes

<b>Name of station</b>	RUANGWA FM RADIO	
<b>Location</b>		RUANGWA TOWN
<b>Year of creation</b>		2008
<b>Number of staff</b>	Total number	8
	Number of Men/Women 1 Women	7 Men
	Paid	5
	Volunteers	3
	Interns	
	Others	
<b>Training</b>	Number of journalists trained in journalism	8
	Editor trained in editorial leadership (y/n)	Y
<b>Transmitter</b>	Age	8
	Power (in Watts)	100 Watts
	Tower (in meters)	30 M
	Reach (radius in Kms)	90 KM
	Condition	Good
<b>Power source</b>	Source?	Electricity
	Issues (detail problems) Thunder Tanesco	Unstable Electricity
	Backup generator (y/n)	No
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	1 mick only
	Production studio (y/n)	No
	Outside broadcast set (y/n) Normal Phone	No
	Number of laptops and desktops 2Desktops	No office laptop
	Number of field recorders	3 voice recorder
	Internet (y/n)we use modem	no
	Internet provider	
<b>Programming</b>	Number of broadcast hours per day	18
	Main news (frequency per day)	2 times per day
	Main news (duration, and average number of items per bulletin) 4 hard news 2 national 2 International 8 news	9 men
	News magazines (number and theme of magazine)	2 Times per day
	Talk Shows (number per day)	2 per day
	Talk Shows (main themes tackled)	yes
	Feature stories (y/n)	yes
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	yes

	SMS use (y/n)	yes
	Name of SMS software	Front line sms
	Preferred method of interaction with listeners?	Phone, social media
<b>Sources of revenue</b>	Advertisement (y/n)	yes
	Sponsored programs (y/n)	yes
	Public announcements (y/n)	yes
	Other source?	
	Presence of a marketing/sales person in the station?	No
<b>Management</b>	Organogram (y/n)	yes
	Editorial policy (y/n)	yes
	Management structure	yes
	News editor (y/n)	yes
	Programme manager (y/n)	yes
	Finance Manager (y/n)	no

<b>Name of station</b>	SAFARI FM RADIO	SAFARI RADIO
<b>Location</b>		MTWARA
<b>Year of creation</b>		2010
<b>Number of staff</b>	Total number	25
	Number of Men/Women 1 Women	17/8
	Paid	25
	Volunteers	
	Interns	
	Others	
<b>Training</b>	Number of journalists trained in journalism	15
	Editor trained in editorial leadership (y/n)	Yes
<b>Transmitter</b>	Age	7
	Power (in Watts)	2000
	Tower (in meters)	50
	Reach (radius in Kms)	
	Condition	Good
<b>Power source</b>	Source?	
	Issues (detail problems)	
	Backup generator (y/n)	yes
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	good
	Production studio (y/n)	yes
	Outside broadcast set (y/n)Normal Phone	yes
	Number of laptops and desktops (7/8)	15
	Number of field recorders	10
	Internet (y/n)we use modem	yes
	Internet provider	Halotel
<b>Programming</b>	Number of broadcast hours per day	24
	Main news (frequency per day)	3 times per day

	Main news (duration, and average number of items per bulletin)	5-7(more local) sometimes 4 local
	News magazines (number and theme of magazine)	no
	Talk Shows (number per day)	Yes(once a week)
	Talk Shows (main themes tackled)	
	Feature stories (y/n)	Once a week
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	yes
	SMS use (y/n)	yes
	Name of SMS software	Rain Digital
	Preferred method of interaction with listeners?	Phone
<b>Sources of revenue</b>	Advertisement (y/n)	yes
	Sponsored programs (y/n)	yes
	Public announcements (y/n)	yes
	Other source?	Events
	Presence of a marketing/sales person in the station?	yes
<b>Management</b>	Organogram (y/n)	yes
	Editorial policy (y/n)	yes
	Management structure	yes
	News editor (y/n)	yes
	Programme manager (y/n)	yes
	Finance Manager (y/n)	no

<b>Name of station</b>		INFO Fm
<b>Location</b>		Mtwara
<b>Year of creation</b>		2011
<b>Number of staff</b>	Total number	15
	Number of Men/Women 1 Momen	5 women 10 men
	Paid	10
	Volunteers	2
	Interns	3
	Others	
<b>Training</b>	Number of journalists trained in journalism	15
	Editor trained in editorial leadership (y/n)	Y
<b>Transmitter</b>	Age	6 years
	Power (in Watts)	14 Watts
	Tower (in meters) follow up	
	Reach (radius in Kms)	Mchinga
	Condition	Good
<b>Power source</b>	Source?	MAIN'S
	Issues (detail problems)	
	Backup generator (y/n)	YES
	Will to have solar panel?	No
<b>Studio &amp; small equipment</b>	Live studio condition	
	Production studio (y/n)	yes

	Outside broadcast set (y/n)Normal Phone	Yes - internet
	Number of laptops and desktops 4laptop	5 desktop
	Number of field recorders	4 voice recorder
	Internet (y/n)	yes
	Internet provider	TTCL
<b>Programming</b>	Number of broadcast hours per day	24 hrs
	Main news (frequency per day)	3 times per day
	Main news (duration, and average number of items per bulletin) 7 news	10 min and 15 min
	News magazines (number and theme of magazine) 3times per day	2 news per day
	Talk Shows (number per day) 10:00 17:00	2 per day
	Talk Shows (main themes tackled)	
	Feature stories (y/n)	yes
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	yes
	SMS use (y/n)	yes
	Name of SMS software	No software
	Preferred method of interaction with listeners?	Phone
<b>Sources of revenue</b>	Advertisement (y/n)	yes
	Sponsored programs (y/n)	no
	Public announcements (y/n)	yes
	Other source?	
	Presence of a marketing/sales person in the station?	yes
<b>Management</b>	Organogram (y/n)	yes
	Editorial policy (y/n)	yes
	Management structure	yes
	News editor (y/n)	yes
	Programme manager (y/n)	yes
	Finance Manager (y/n)	yes

<b>Name of station</b>		MLIMANI RADIO
<b>Location</b>		MIKOCHENI
<b>Year of creation</b>		2003
<b>Number of staff</b>	Total number	28
	Number of Men/Women	M-1, W-1
	Paid	12
	Volunteers	16
	Interns	6
	Others	STUDENTS
<b>Training</b>	Number of journalists trained in journalism	22
	Editor trained in editorial leadership (y/n)	Y
<b>Transmitter</b>	Age	13
	Power (in Watts)	2KW
	Tower (in meters)	40M&60M

	Reach (radius in Kms)	50KM
	Condition	FAIR
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	POWER BREAKDOWN
	Back up generator (y/n)	Y
	Will to have solar panel?	Y
<b>Studio &amp; small equipment</b>	Live studio condition	FAIR
	Production studio (y/n)	Y
	Outside broadcast set (y/n)	N
	Number of laptops and desktops	4LAPTOPS,2 DESKTOP
	Number of field recorders	2
	Internet (y/n)	Y
	Internet provider	UCC
<b>Programming</b>	Number of broadcast hours per day	16HRS
	Main news (frequency per day)	TWICE
	Main news (duration, and average number of items per bulletin)	8 ITEMS , 10 MINUTES
	News magazines (number and theme of magazine)	3; - NEWS HIGHLIGHT, DOCUMENTARY
	Talk Shows (number per day)	-
	Talk Shows (main themes tackled)	-
	Feature stories (y/n)	Y
<b>Social media</b>	Active/not active	ACTIVE
	FB account (y/n)	Y
	SMS use (y/n)	Y
	Name of SMS software	-
	Preferred method of interaction with listeners?	SMS, CALL
<b>Sources of revenue</b>	Advertisement (y/n)	N
	Sponsored programs (y/n)	N
	Public announcements (y/n)	Y
	Other source?	OC
	Presence of a marketing/sales person in the station?	Y
<b>Management</b>	Organogram (y/n)	Y
	Editorial policy (y/n)	N
	Management structure	Y
	News editor (y/n)	Y
	Programme manager (y/n)	Y
	Finance Manager (y/n)	Y

<b>Name of station</b>		RADIO TUMAINI
<b>Location</b>		TABATA, DSM
<b>Year of creation</b>		1994

<b>Number of staff</b>	Total number	13
	Number of Men/Women	M-7, W-6
	Paid	13
	Volunteers	2
	Interns	-
	Others	-
<b>Training</b>	Number of journalists trained in journalism	13
	Editor trained in editorial leadership (y/n)	2
<b>Transmitter</b>	Age	22
	Power (in Watts)	2000
	Tower (in meters)	90MT
	Reach (radius in Kms)	100KM
	Condition	GOOD
<b>Power source</b>	Source?	TANESCO
	Issues (detail problems)	
	Back up generator (y/n)	Y
	Will to have solar panel?	Y
<b>Studio &amp; small equipment</b>	Live studio condition	
	Production studio (y/n)	Y
	Outside broadcast set (y/n)	N
	Number of laptops and desktops	8
	Number of field recorders	2
	Internet (y/n)	Y
	Internet provider	HALOTEL
<b>Programming</b>	Number of broadcast hours per day	24
	Main news (frequency per day)	ONCE
	Main news (duration, and average number of items per bulletin)	10MNTS, 8 ITEMS
	News magazines (number and theme of magazine)	-
	Talk Shows (number per day)	3
	Talk Shows (main themes tackled)	GENERAL/RELIGION
	Feature stories (y/n)	Y
<b>Social media</b>	Active/not active	N
	FB account (y/n)	N
	SMS use (y/n)	Y
	Name of SMS software	-
	Preferred method of interaction with listeners?	SMS& CALLS
<b>Sources of revenue</b>	Advertisement (y/n)	Y
	Sponsored programs (y/n)	Y
	Public announcements (y/n)	Y
	Other source?	CONTRIBUTION/ DONATION
	Presence of a marketing/sales person in the station?	Y
<b>Management</b>	Organogram (y/n)	Y



	Editorial policy (y/n)	Y
	Management structure	Y
	News editor (y/n)	Y
	Programme manager (y/n)	Y
	Finance Manager (y/n)	N

<b>Name of station</b>		NEWALA FM RADIO
<b>Location</b>		Newala Mjini
<b>Year of creation</b>		2012
<b>Number of staff</b>	Total number	9
	Number of Men/Women 4 women	5 Men
	Paid	5
	Volunteers	4
	Interns	
	Others	
<b>Training</b>	Number of journalists trained in journalism	9
	Editor trained in editorial leadership (y/n)	N
<b>Transmitter</b>	Age	5 Years
	Power (in Watts)	2 KW
	Tower (in meters)	60 Meters
	Reach (radius in Kms)	120 KM
	Condition 1.5 in use	Good
<b>Power source</b>	Source?	Electricity
	Issues (detail problems) Radi/ Thunder	Unstable Electricity
	Backup generator (y/n)	yes
	Will to have solar panel?	
<b>Studio &amp; small equipment</b>	Live studio condition no AC, bad mick	
	Production studio (y/n)	Yes - problem
	Outside broadcast set (y/n) Normal Phone	No
	Number of laptops and desktops 2Desktops	No office laptop
	Number of field recorders	3 voice recorder
	Internet (y/n)we use modem	no
	Internet provider	
<b>Programming</b>	Number of broadcast hours per day	18
	Main news (frequency per day) 7:00 night	1 news bulletin
	Main news (duration, and average number of items per bulletin) 4 hard news 3 internal	10 min 7news
	News magazines (number and theme of magazine)	2 Times per day
	Talk Shows (number per day) 1 child	
	Talk Shows (main themes tackled)	yes
	Feature stories (y/n)	yes
<b>Social media</b>	Active/not active	Active
	FB account (y/n)	yes
	SMS use (y/n)	yes

	Name of SMS software normal phone	no
	Preferred method of interaction with listeners?	Phone, social media
<b>Sources of revenue</b>	Advertisement (y/n)	yes
	Sponsored programs (y/n)	yes
	Public announcements (y/n)	yes
	Other source?	
	Presence of a marketing/sales person in the station?	No
<b>Management</b>	Organogram (y/n)	yes
	Editorial policy (y/n)	no
	Management structure	Yes – not good
	News editor (y/n)	no
	Programme manager (y/n)	yes
	Finance Manager (y/n)	no

## Annex 2: Questions asked to editors and station managers

1. Tell us the story of your community station? When was it created, and what was the objective?
2. Few years after the creation of the station, do you think you have met your objective?
3. What is your role in your community?
4. Who listens to your station?
5. Who is your target audience?
6. How many staff do you have in total? How many in the newsroom? Do you have managers?
7. How many women work in your station?
8. Do you have an editorial policy? What is it about? Is it respected by your journalists?
9. What's the structure of your news bulletin?
10. Which news comes first?
11. What's your most popular program? Why?
12. Do you feel that you are giving people the information they need on a daily basis? Explain?
13. Do you have journalists on the ground meeting communities and gather information at the grassroots?
14. As a community station, what are your strengths and weaknesses?
15. What could Internews do to support you to do work better and be a more efficient community station?
16. What are your needs as an organization? (training/equipment/linkages etc.)
17. What are the main governance issues here in your location/community?
18. What do you do as a station to improve governance in this location/community, or at least address the governance issues evoked above?
19. Do you use civil society as a source of information?

20. Do you feel that CSOs have good interactions with community stations, and that their actions or issues are covered by community stations? Explain or give examples.
21. Do you include women in your programming? How?
22. Do you have staff in charge of marketing or advertisement?
23. What are your main sources of revenue?
24. Is it enough to pay the operating costs of your organization?
25. Do you think that you could have different sources of revenue? Or do things differently?
26. Do you think that you would need to have some business management training?

### **Questions to key informants (local authorities, CSO representatives, etc.)**

1. What do you think of community radio stations in your location?
2. What are their strengths?
3. What are their weaknesses?
4. Do people listen to them, and appreciate them?
5. What do people prefer listening to?
6. Do you feel that the community stations represent local communities?
7. Do community stations provide an avenue for dialogue and exchange in the community?
8. I am particularly thinking of talk show hosts: do they engage communities on important issues such as local governance, accountability, rights etc?
9. What could stations improve to fulfill their mission?
10. What are the current information needs of people in your city/community?
11. What are the important issues that are not in the local media?
12. What are the important issues that the people would want to know more of?
13. Do you feel that community stations respond to people's information needs?
14. What are the main governance issues here in your location/community?
15. What could radio stations do to improve governance in this location/community, or at least address the governance issues evoked above?
16. Do they use voices from civil society?
17. Do they use voices from Government?
18. Do you feel that CSOs have good interactions with community stations, and that their actions or issues are covered by community stations? Explain or give examples.
19. Are there political interferences in the management or content of community stations?
20. Are some community stations owned by politicians? If yes, what's the consequence of this?