



Tanzania Media Fund

TMF is managed by Hivos Tanzania

Annual Report

January 2009 – December 2009

Vision:

An open society where all people can access information, debate issues and express views.

Mission:

To foster independent, diverse, vibrant and high-quality media in Tanzania by supporting investigative and public-interest journalism and facilitating critical reflection and learning.

Core Values:

Committed to freedom and responsibility, imagination and creativity, transparency and accountability, reflection and learning, respect and teamwork, and quality in everything.

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EXECUTIVE SUMMARY

The Tanzania Media Fund (TMF) was created to improve the quality and quantity of investigative and public interest journalism in Tanzania. It was formally launched in December 2008 with a vibrant debate on 'the state of journalism in Tanzania'. The event attracted over 150 journalists and editors and started the process of marking a footprint for TMF in Tanzania. This report covers the various activities, events, challenges and lessons learnt during the first year of operations, from January to December 2009.

Under 'Programme', emphasis was given to setting up the infrastructure for the Grants and Media Up Programmes. This involved designing and instituting selection criteria, doing outreach work, processing applications, disbursing funds, monitoring and supporting the grantees. During the first year of operations, 344 applications were received for Individual Grants of which 156 were approved. In contrast, only 15 out of 135 applications for Institutional Grants were given financial support. The issue of quality permeates both categories of grants and much work is being done to provide skills training and other kinds of support to journalists and institutions to raise the quality of outputs. Some of the articles of individual grantees are beginning to create positive impact at a macro level and leading to discussions and debates as well as policy shifts, with a good case in point being the investigative pieces on S26 milk formula (discussed further below). Ensuring that applications come from across Tanzania and not just the urban areas has been a challenge which has partly been addressed through an active outreach strategy whereby regular visits are made to regional press clubs and media institutions outside the main metropolitan areas.

Under the 'Media Up' programme, TMF invested heavily into establishing the Mentorship Programme whereby every grantee has the opportunity to receive technical guidance and support from a qualified and experienced journalist. The grantees have appreciated and valued the pre and post story sessions citing the participatory learning methodologies as refreshing and learner centred. While this is positive feedback, many grantees failed to utilise the services of the mentors optimally, and this contributed to the sub-par quality of their final product. Measures have been instituted to remedy this in 2010. Groundwork for the Short Courses and the Master Classes was done during 2009 and alliances have been made with various strategic partners which will come to fruition in 2010.

Various governance structures were established and became fully operational in 2009. Committees for the selection of grants and one representing the donor community have been instituted. The offices of TMF moved from a temporary location to something more permanent and almost a full complement of staff has been recruited. Hivos headquarters in The Netherlands, as the host organisation, has provided a wide range of on-the-job training for staff and assisted in setting up infrastructure and systems in the office.

In conclusion, 2009 was an eventful year in the life cycle of TMF. Over 80% of the expected budget was spent on the various planned activities. With the mission of contributing to an independent, quality, diverse and vibrant media in Tanzania, TMF is increasingly recognised as a reputable organisation that is making a valuable contribution to the media landscape by enabling investigative and public-interest journalism and facilitating critical reflection and learning.

Looking ahead, TMF has many new and exciting initiatives starting in 2010. These include a six-month Fellowship Programme, Strategic Grants for media institutions in partnership with key partners, Mobile Reporting using mobile phone technologies and a Media Monitoring initiative.

TMF is currently supported by the Embassy of the Netherlands and Denmark, Irish Aid, SDC and DFID.

PROGRAMME

The main components under this section are Grants and the Media Up programme. Grants fall into two categories: Individual and Institutional. In addition to information about the processes and take-up, each section also covers the key experiences and lessons learnt with some suggestions for the way forward.

INDIVIDUAL GRANTS

These grants target individual journalists based in Tanzania Mainland and/or Zanzibar. To qualify, all applicants are required to have at least a certificate or its equivalent in journalism and a minimum of two years relevant work experience. Individual grants fall into 3 main categories:

- Rapid Release (up to Tsh400,000): for news items that require a short time frame¹
- Regional (up to Tsh800,000): focusing on stories with a rural dimension
- Strategic (up to Tsh2mill): for a series of publications or programmes

In 2009, TMF had two calls for proposals – in February and July. The total number of applications received was 344 of which 156 were finally approved. While the number of applications received in the first call was high (210), the average quality of proposals was poor (only 27% approved). Prior to the 2nd call, much work was done to amend the application process, including the need to report on preliminary research. Outreach work coupled with increased communication between the TMF secretariat and the journalists during the application process led to the increase in overall quality of applications received in the 2nd call (74% approved). All except six applicants from the first call had their stories published or broadcasted.

Principal urban sites such as Dar es Salaam, Mwanza and Ruvuma continue to dominate the source of applicants although the numbers from rural districts increased significantly in the 2nd Call. The outreach programme of TMF has actively invested in connecting with rural journalists by visiting press clubs and media houses outside of the main centres. This has facilitated the marketing of TMF, increased applications from rural areas and improved the quality of applications received.

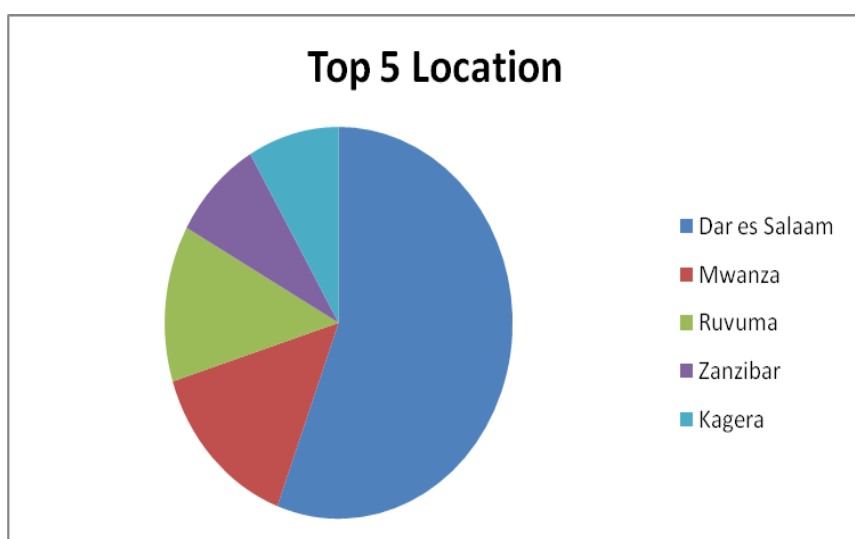


Figure 1: Top 5 locations of Journalist

¹ : Rapid Release grants are not subject to Calls, they may be received year round.

TOTAL GRANT TYPES GIVEN 2009

GRANT TYPE	TOTAL GRANTS DISBURSED	MALE GRANTEES	FEMALE GRANTEES
Rapid Grantees	27	24	3
Regional Grantees	74	58	16
Strategic Grantees	49	36	13
Total	150	118	32

As above table indicates of the 150 applications approved, 32 (or 27%) were from females and 118 from male journalists, an issue that is continually monitored, especially since it is lower than the national figure of 36% of media practitioners being women. TMF is addressing this by sending targeted emails to female journalists through Tanzania Media Women Association (TAMWA), discussing the issues with regional press clubs and telephonic follow-ups. Examples of what female grantees have done are always cited during training sessions to promote role modeling². Based on the issues and challenges faced by Tanzanian citizens, TMF established six priority areas for all applications. These were: Accountability & Transparency, Gender, HIV/AIDS, Poverty and Rural & Excluded voices. Below is a breakdown of the applications received under each category.

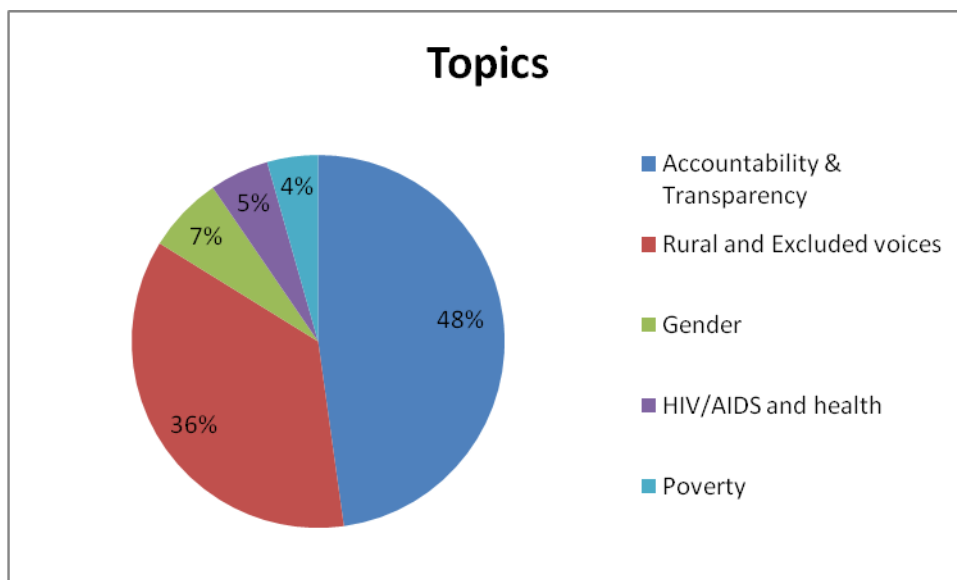


Figure 2:break down of topics

The above pie chart indicates that almost half of the grants are directly focusing on the main objective of TMF, supporting a more transparent Tanzania. However, more attention should be giving to stories relating to poverty and development. This can be achieved through the outreach programme and during selection.

Examples of stories in the Accountability & Transparency category are: misuse of public funds, poor quality construction of public buildings, mismanagement of public services like Tanzania Railways, examination selling syndicate. Samples of rural and excluded voices category are: fertilizer subsidies to farmers, sub-standard education facilities for disabled children, issues

affecting the elderly, albino killings, issues of land ownership and poor working conditions for teachers.

TMF also monitors where the different stories are being published and broadcasted. The chart below shows a break down where the different media productions of TMF grantees have been published or broadcasted. The IPP group has published most (around 37% of total), which is mainly due to the fact that it has a variety of publications – Nipashe, Guardian, Guardian on Sunday, Alasiri, Kulikoni and This Day offering journalists multiple publishing opportunities.

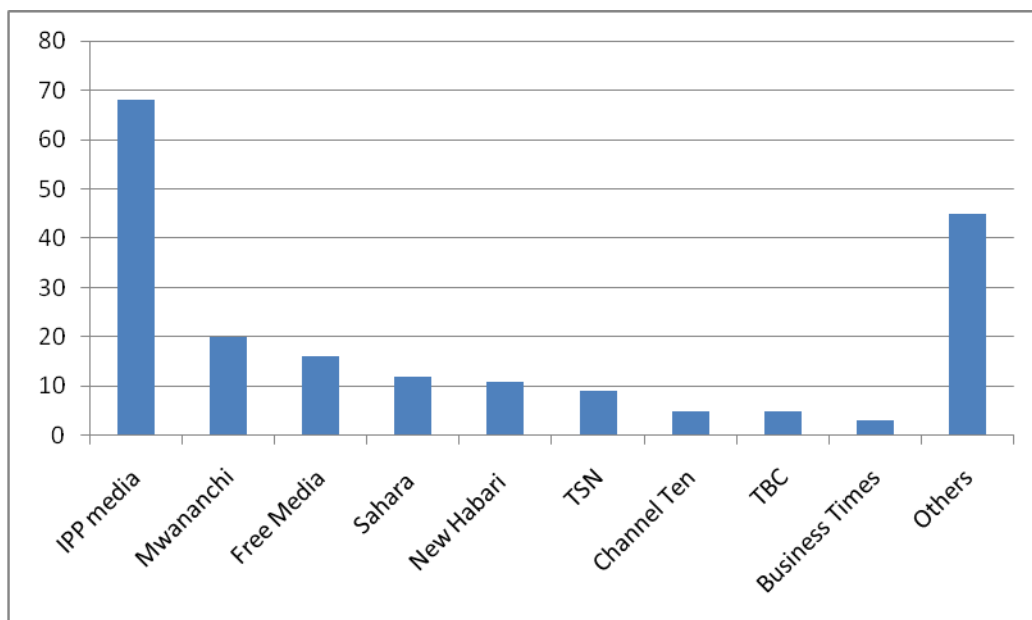


Figure 3: Published articles per media outlet

The vast majority of news stories covered by journalists were directed to print media (80%), with radio and TV covering the rest - 11% and 9% respectively. Given radio is a very important media channel reaching the majority of Tanzanians and especially in the rural areas, TMF wants to put more emphasis on reaching out to this target group. It will do so in 2010 where a special call for proposals will be announced targeting radio journalists. Part of the individual grant budget will be “earmarked” for radio journalism. With regard to institutional grants, preference will be given to radio proposals. The outreach programme will also undertake special activities targeting radio journalists explaining the options for radio journalists and inspiring them with possible ideas for cooperation.

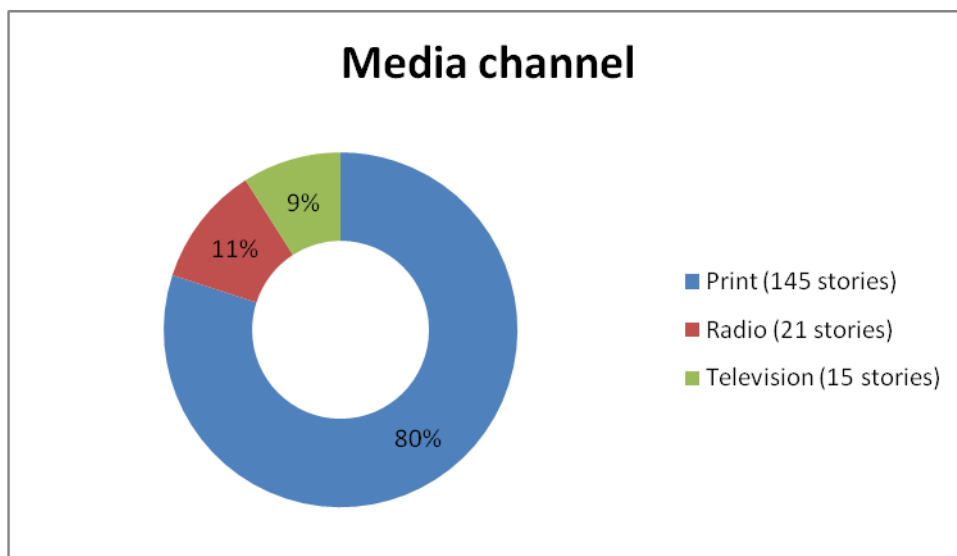


Figure 4: Break down per media channel³

TMF gathered a vast amount of experience from implementing the individual grants. The highlights of these and the lessons learned are summarised below under key headings of: applications, quality, mentorship and impact.

Applications:

- Lot of applications were received, especially in the 1st Call but average quality was low. The majority of applications were everyday news stories and not investigative. There was a need for refining the selection process to improve the quality of applications received;
- A limited number of applications were received from radio and TV journalists, hence the justification for having a special call and outreach targeting radio and TV;
- Targeted outreach and networking does lead to an increase in applications from rural areas and also impacts on improved quality as witnessed in the 2nd Call;
- There is on-going need for targeting women applicants and developing positive role models.

Quality

- The time invested in reviewing proposals and mentoring is high compared to the impact expected and achieved
- There is lack of sufficient impact generated from the majority of stories partly due to the poor quality of the stories
- Training for TMF staff on quality and the link to transparency is critical. Staff are becoming more aware of quality issues and the importance of “selection” criteria for identifying truly motivated journalists and to prevent TMF grants being seen as an “easy money” outlet.

³ Please note that the number of stories are higher than the number of grantees due to the fact that one grantee often publishes more than one story.

Mentorship

- All grantees from both calls participated in the Media Up programme; There is need to change the payment system - from 80% advance and 20% on completion to 60% advance and 40% on completion. This is to ensure reports are submitted in time and assignments are completed in a quality manner;
- Greater involvement of mentors in signing-off the work for payment is important. This means mentees will be required to submit their final report prior to getting final payment. It is also important to continue stressing the role of the mentor in guiding and advising the mentee, especially for junior journalists;
- It is important to find ways of using the experiences of alumni grantees; be it as mentors, or involving them in debates and discussions with new grantees. Likewise, there is need to develop creative ways of recognising and rewarding the best grantees.

Impact

- All except six applicants from the first call had their stories published or broadcasted;
- Some stories led to impact on a macro level eg. change of policy, in-depth investigations, public statements by senior government officials, increased public debate;
- A number of stories and issues were reported in foreign media eg. BBC radio;
- Impact is greatest when journalists are committed to researching topics in greater depth and have a desire and motivation to get to the 'bottom of things';
- Doing background research and preliminary work is critical to improve quality and it also helps mentors in guiding their mentees.

The case of S-26 Milk

A series of articles written by journalist Pendo Ndovie on the milk product, S-26, were published locally (This Day, 23 June 2009 and international media).

After feeding it to her own baby, Pendo Ndovie suspected that perhaps S-26 had been tampered with and was not 100% milk. With many other counterfeit and fake products on the market, she was compelled to do her own research and applied for a TMF grant to enable this to happen. 'Without the additional funds and support, it would not have been possible to dig deeper into this issue – interviewing pharmacists, shop keepers, mothers, the TFDA. "It all takes time and a lot of running around", she says. "Every story I wrote was published and generated a reaction and response".

Her mentor was Ms Neema Kambona who "advised me on who to contact, how to research the issue further and provided support and encouragement to run with the story" said Pendo. Following the plethora of newspaper stories, the TFDA took up the issue and following their own investigation, ordered the withdrawal of S-26 from the shelves.

For Pendo, "the experience gave me strength as a journalist – that I can do more and have courage". The advice she gives prospective grantees is "research your story well, be clear what you want to investigate and above all, use your mentors fully. They are there to help and guide you.'

INSTITUTIONAL GRANTS

Institutional Grants are available to media houses, media associations, non-governmental organisations (NGOs), and media training institutes that are officially registered in Tanzania Mainland and Zanzibar. All institutes must be active in media-related work for at least one year. The two categories of Institutional Grants are:

- Basic (up to Tsh 60,000,000): to be implemented within 12 months
- Large (up to Tsh 200,000,000): to be implemented within 24 months

The disbursement of funds for both categories is throughout the year. In 2009, the total number of applications received was 135 of which only 15 were approved (6 Basic and 9 Large). The number of applications received from NGOs from January to June was very high (40 out of 75) but most had no media component as part of their core business and hence were rejected for funding. TMF felt it is very important to established itself as a Media Fund and not another NGO fund like Foundation for Civil Society.

Institutional category	No. Concept Papers received	No. Proposals received	Nos Approved
Newspapers	5	8	2
Radio	5	11	3
Television	5	5	1
Media Associations/Press Clubs	13	12	3
Production Companies	30	16	1
Training Institutions	6	6	3
NGO/Companies	53	13	3
Total	117	71	15

The original application process involved two stages – Step One being a concept letter outlining goals and the basic project idea. Following screening by TMF, successful candidates were requested to submit a full proposal (Step Two). Site visits to assess organisational capacity were conducted and following this, proposals were reviewed and proceeded to the Grant Selection Committee for final recommendations.

The application process was later adapted because the difference between “concept” and “full” proposal was limited. Most institutions also provided too much information which was not always required or relevant. TMF addressed this by adapting the whole process and having just one stage using a customised format.

Below an overview of the 15 approved proposals showing the expected change and outputs of each project.

Name of Institution	Project Name	Expected Change Objectives	Expected Outputs
SMALL GRANTS			
Association of Journalists against HIV/AIDS in Tanzania	HIV/AIDS resource allocation, use and impact	<ul style="list-style-type: none"> • To promote transparency and accountability in HIV/AIDS resources allocation • Strengthen public interest and investigative skills among local journalists • Have informed national debate on HIV/AIDS resource allocation 	<ul style="list-style-type: none"> • 162 Radio/TV news items • 3 TV and 3 Radio programmes • 10 published articles • 1 Video documentary
Helpage International	Fighting beliefs and values that exclude and violate rights' of older people	<ul style="list-style-type: none"> • Improved understanding journalists and society at large on the misconceptions about older people and factors that perpetuate those misconceptions • Empower journalists to investigate, write and publish quality media articles about older peoples issues and rights 	<ul style="list-style-type: none"> • 20 investigative articles per year • 6 TV broadcast stories • 8 Radio programmes
Iringa Press Club	Compliance to ensure resources benefit villagers	<ul style="list-style-type: none"> • Empower members with IJ and PIJ skills • Increase public awareness on natural resources utilization 	<ul style="list-style-type: none"> • 4 Radio programmes • 6 Newspaper articles • 4 Feature stories • 1 Documentary
Mbeya Institute of Journalism	Investigative journalism training	<ul style="list-style-type: none"> • Increase capacity of young journalists to know the 	<ul style="list-style-type: none"> • 6 news and feature stories • 3 TV documentaries

		<p>difference between normal Vs ??investigative journalism and issues of gender</p>	<ul style="list-style-type: none"> • 2 Radio documentaries
GEMSA –T	Gender mainstreaming in media institutions	<ul style="list-style-type: none"> • Empower journalists to write and report issues that are more gender balanced • Support media houses to mainstream gender concepts in their work plan and roll out gender policies • Lobby government to amend laws that are not gender sensitive 	<ul style="list-style-type: none"> • 30 journalists trained on gender • 2 Pull-Out publications on gender • 15 participants on cyber dialoging
LARGE GRANTS			
Vijana Vision Tanzania	Rural voices on bio fuels	<ul style="list-style-type: none"> • Raise the voices of people in Kisarawe and Rufiji about biofuels production in Tanzania • Lobby and advocate for equitable land use 	<ul style="list-style-type: none"> • 75 newsworthy articles • Radio and TV documentaries • Increased capacity of 15 journalists
Tanzania Mine Workers Development Organization	Giving a voice to small scale women miners	<ul style="list-style-type: none"> • Using education and advocacy, to raise critical issues on women in mining • Empower the Arusha press club and others with IJ and PIJ knowledge and skills 	<ul style="list-style-type: none"> • 20 Newspaper articles • 2 Documentaries on women miners • 1 Live call-in TV panel • 20 journalists trained on mining issues
Radio Country FM	Radio programmes on child labour in Iringa	<ul style="list-style-type: none"> • Increased public awareness on the scale of child labour • Stimulate public debate on issues and solutions of child labour 	<ul style="list-style-type: none"> • 24 Radio Magazine Programs • 12 investigative news articles

Kilimanjaro Film Institute	TAZAMA - a cross media news magazine focusing on rural Tanzania	<ul style="list-style-type: none"> • Make people aware of their rights • To inform and stimulate public debate 	<ul style="list-style-type: none"> • 13 weekly TV programmes • 13 weekly radio programmes
Radio TV Tumaini	Strengthening community responses to HIV/AIDS	<ul style="list-style-type: none"> • Equip radio and TV journalists with investigative journalism and public journalism skills • Strengthened responses to HIV/AIDS prevention, care and treatment and impact mitigation. 	<ul style="list-style-type: none"> • 52 weekly radio programmes • 12 monthly TV programmes • 12 radio jingles
Radio Kili Fm Stereo Ltd.	Ahadi hizi ni za Kweli? (Are these true promises?)	<ul style="list-style-type: none"> • Improved Institutional capacity to deliver quality radio programmes • Involving the 'voiceless' in radio programmes highlighting unfulfilled promises 	<ul style="list-style-type: none"> • 40 Radio programmes • Increased capacity of 10 journalists • At least 200 voices aired
Raia Mwema Ltd.	Capacity Building and enhancing efficiency	<ul style="list-style-type: none"> • Strengthen IJ and PIJ skills of journalists • Improved quality of articles promoting increased debate, and pressure for change 	<ul style="list-style-type: none"> • 11 articles per month or 132 per year • Increased capacity of 11 journalists • Increase circulation from 30,000 to 60,000 copies
School of Journalism and Mass Communication	Radio documentary production 'Telling our own stories'	<ul style="list-style-type: none"> • Equip journalists with practical skills on documentary production • Sensitise journalists on issues of marginalized groups 	<ul style="list-style-type: none"> • 85 journalists trained on radio documentary production

Mwanahalishi	Mining Industry and underlying problems	<ul style="list-style-type: none"> Investigate and expose through publication the genesis of tension and conflicts between mine operators and communities around mining sites in the country Investigate and expose through publication the form of human agony among thousands of displaced persons around mining sites 	<ul style="list-style-type: none"> 24 plus investigative news stories 24 investigative feature stories Mwanahalisi website www.mwanahalisi.co.tz will be loaded with feature articles, news articles and picture of Mining Industry and Underlying problems Individual journalist improved skills and knowledge on mining industry through exchange with Mail & Guardian in South Africa
Compass Communication	Changamoto talkshow	<ul style="list-style-type: none"> Instill and reinforce the principle that, in democracies the public has the right to participate in the formulation of national objectives Instill the principal that public accountability is an integral part of democratic and free market systems Empower citizen with information in order to take action and demand redness for grievances and abuses 	<ul style="list-style-type: none"> 24 Changamoto talk show

As with the individual grants, the experience of implementing the institutional grants has provided TMF with many interesting lessons on the application process, issues of quality control and effective mentoring:

Applications

- Too many NGOs without relevant media experiences applied especially in the 1st Call. The number of applications received from media houses was small;
- The duration from first to final proposal has been very long. Media houses in general have no experience of writing proposals and require a lot of “coaching” to develop a presentable proposal;
- During 2009, the application process was streamlined from two steps to one. This was done to minimise repetition and improve efficiency;
- A pro-active communication and outreach strategy is important to get more applications from media houses;

- Despite the challenges of the applicants, TMF managed to fund some interesting projects on a variety of topics.

Quality

- Average quality of applications has been low and often lacking in creativity or originality. Many were not investigative in nature, lacked a strong key element and ranked low in terms of public interest;
- Too many proposals followed traditional approaches of training, workshops.

Mentorship

- Mentoring of applicant organisations has been necessary in order to build capacity. High levels of 'hand holding' is required to ensure quality of proposals;
- The vast majority of approved applications included a capacity building component, confirming and validating the importance and need for mentoring/training/coaching.

The case of Vijana Vision Tanzania

VVT, a non-governmental org, chose to address the positive and negative sides of biofuel production in the Coast Region.

A recipient of a large TMF Institutional Grant, VVT engaged 15 journalists to raise awareness and promote public debate on the issue of developing a Biofuel Policy in Tanzania. Using media, VVT sought to raise the voices of people in **Kisarawe** and **Rufiji** districts where there has been a rapid increase in biofuel investment. Through a series of documentaries on Upendo FM, Wapo Radio, Star and Mlimani TV and TBC, awareness was raised on land use conflicts between subsistence and cash crops.

As a result of pressure, the Kisarawe district has now developed a village land use plan outlining the allocation of land use for subsistence and jatropha (cash crop). In Rufiji, VVT engaged journalists to highlight the unilateral decisions taken by some officials in allocating land to foreign biofuel companies. Part of the grant was used to engage a lawyer for advice and prepare a case on behalf of over 140 residents.

The issue went to the Minister for Land, Housing and Human Settlements, who in March 2010 advised that the 1999 Village Land Act be followed in providing clear guidelines to villagers in connection with the allocation of land to investors. (Daily News, March 1, 2010).

MEDIA UP

The Media Up or Jifunze is designed to increase the skills of journalists through the Mentorship programme, Short Courses, Master Classes and Online Learning Platform opportunities. Emphasis is given to experiential learning and learning that is goal and output oriented. In 2009, TMF concentrated on designing, implementing and monitoring the mentorship programme. All other Media Up elements will commence in 2010.

MENTORSHIP

The development of the Mentorship Programme, especially for the individual grants was given high priority in 2009. It is a unique support initiative for individual grantees for which six experienced mentors have been recruited to provide technical support, empower and build confidence. Each mentee is required to attend Pre-Story and Post-Story sessions where they receive guidance and feedback on their stories. During the process of undertaking the research and writing the stories, mentees are expected to have 1:1 contact with their mentors, but unfortunately this has either not happened at all or has been very limited thereby affecting the quality of the final product in many cases. Some of the reasons cited include:

- Mentees not fully understanding the role of the mentor;
- Some grantees feel they have enough experience and don't need any guidance;
- Communication difficulties once the mentees are 'in the field';
- Contact is not mandatory.

For institutional grantees, mentoring is customized to suit the specific needs of the organisation. Some institutions embedded mentoring in their proposal - for example, Mbeya University was supported by two mentors that focused on training students and staff from the university. One organization (the Mwanahalishi newspaper), which has been supported in developing a separate mentor programme, will go to South Africa in 2010 on a practical exchange managed by FAIR (Forum for African Investigative Reporters), do a short internship at the Mail & Guardian newspaper as well as produce an investigative piece on mining in partnership with a South Africa journalist and visit a magazine that deals with mining issues.

The heavy investment of staff time and financial resources into mentoring has provided TMF with many valuable lessons which are continually being utilised to improve the efficiency and effectiveness of operations. Some of these are highlighted below:

1. The feedback from the individual grantees towards the mentorship programme has been very positive. Journalists appreciate the “different” approach and feel it adds value.
2. The post-story session is not only valuable for the individual grantees but also for TMF as an organisation. A lot of information is gathered about internal processes, the media sector in general, challenges faced by journalists etc.
3. Facilitation of “new processes” like peer review requires special skills from the mentors and TMF should try to improve on this through training programme for mentors.
4. A key lesson was the need to explore the idea of setting up a Fellowship Programme whereby a limited number of journalists would be guided intensively for six months.
5. How to improve the overall quality of output given the time invested on coaching is high remains a challenge. Also, what strategies can TMF use aside from providing training and support to increase the levels of commitment of journalists?

The importance of mentoring

Editors should be mentoring their journalists, especially those who are junior, according to Mbaraka Islam, a TMF Mentor. This is not happening and it is impacting negatively on the quality of stories published.

“TMF approached me to see if I wanted to be a mentor. I was impressed by the casual and friendly environment.” During the past 18 months or so, Baraka has been a mentor for over 20 mentees and he enjoys the interaction with the journalists but feels most grantees don't make the most of this opportunity for learning because they lack commitment to the profession of journalism.

'They need to feel proud of their skills and abilities as journalists and realise the power of their stories'.

SHORT COURSES, MASTER CLASSES & ONLINE LEARNING PLATFORM

While Media Up/Jifunze's core approach is not classroom based instruction, developing formal learning opportunities remains part of TMF's overall skills enhancement strategy. TMF has partnered with Media Focus Africa in Kenya to provide short courses focusing on skills development of junior and experienced journalists. The two courses offered will be:

- 1) Training on investigative and new media for experienced mid-career journalists working in media houses with a view to improving the quality of newsroom outputs.

2) Basic and investigative skills through correspondence for junior level journalists

Media Focus Africa, working with local trainers is expected to conduct four courses in 2010. They will also develop a supportive online learning platform for uploading resources, enabling peer review of articles and moderated chats will take place.

Master Classes are intended to enhance the knowledge and skills of journalists, drawing on the expertise and experiences of experts from the region.

RESOURCE CENTRE

It is felt that TMF is not the right organization to host a resource centre and the original idea of “lending” equipment to journalists is not realistic due to practical challenges of insurance and security. The budget reserved for the centre will be utilized differently and in 2010, TMF will come up with a proposal on how best to take this forward.

OUTREACH

An important aspect of TMF's communication strategy are the Outreach activities. In addition to increasing awareness of TMF as an organisation and the grant making process, the contacts and visits have directly resulted in improved quality of proposals received. In 2009, outreach sessions were conducted in 6 zones reaching a total of 353 journalists. The number of applications received from rural regions increased in the 2nd call, which is a clear testimony on the impact and importance of having an active outreach programme.

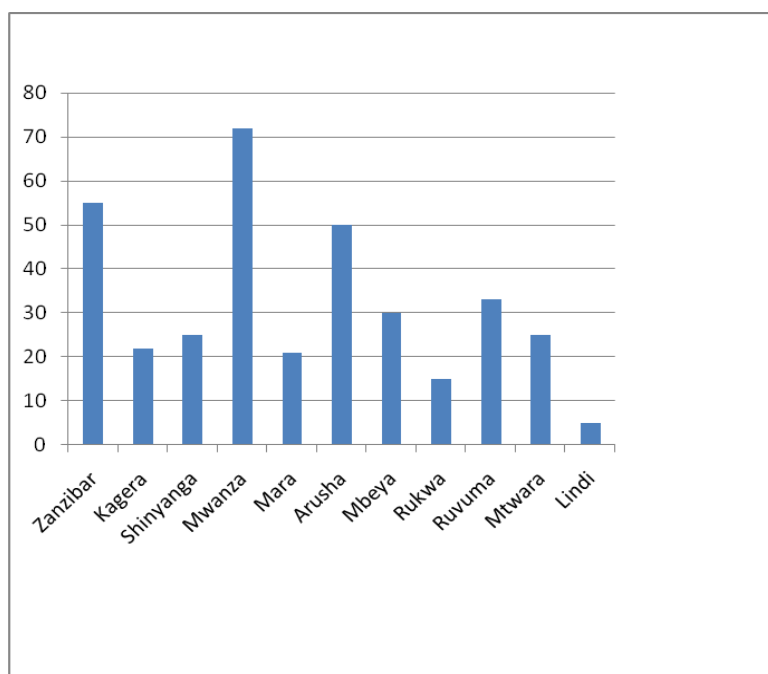


Figure 5: Places visited during outreach

During the outreach session radio and station station were contacted for “free publicity”. A number of the station agreed to host TMF resulting in the following appearances of TMF staff:

Stations visited: Radio 5 FM in Arusha , Star TV, Coconut FM radio in Zanzibar, TBC 1, TBC Taifa , Radio Wapo, Voices of Tabora, CG FM and Upendo FM radio.

LEGAL SUPPORT TO JOURNALISTS

In 2009 TMF contracted Media Institute Southern Africa Tanzania Chapter to provide the following services:

1. Develop a relevant legal fact sheet;
2. Information on legal changes, monitor changes in law/policies;
3. Legal counseling to individual journalists;
4. Advise TMF grantees in case of court prosecution.

To date, the legal fact sheet has been produced but no other services have been utilised by journalists. The value and future of this service will be assessed in 2010. None of the TMF grantees approached MISA with regards to legal issues, despite the fact that all are aware of the services offered. If in future no uptake of legal support is registered TMF may discontinue this service.

ORGANISATIONAL DEVELOPMENT

STAFFING

In 2009, the TMF team was complete except for the post of Communication Officer.

Hivos Tanzania has implemented several activities to ensure the team has sufficient skills and are prepared for the smooth transition of responsibilities. Internal learning sessions, held once a month have included topics such as 'new media', 'electronic archiving', 'environment'. Coaching is provided for staff in key positions and Hivos headquarter staff have provided on-the-job training on financial management, monitoring & evaluation as well as ICT.

Unfortunately at the end of 2009, contracts of two staff were not extended thereby requiring fresh recruitment in early 2010.

GOVERNANCE

In 2009 all governance structures were in place and meetings conducted as planned. The steering, grant selection and donor basket committees met twice as required. One member of the steering committee, Ms Gertrude Mugiz resigned from the position due to relocating to South Africa and will be replaced before the next meeting.

From the grant selection committee, two members resigned. Ms Aluswe Mwalwega due to accepting a job with Hivos Tanzania as Twaweza Country Coordinator, and Derek Murusuri due to other commitments. Ms Prudence Kaijage has been appointed and the second vacant position will be filled as soon as possible.

INFRASTRUCTURE

In 2009, the TMF secretariat moved from temporary offices on Chole Road to the permanent address in Kinondoni. The building is rented from Twaweza till June 2011 and many services are cost shared. The new offices are conveniently located and has adequate facilities for hosting meetings and training sessions for journalists, mentors and committee members.

FINANCIALS

Disbursement of funds to individual grantees started in early 2009. Institutional grants started from August onwards. A major challenge encountered when paying the individual grantees was the delay by the bank in releasing the money. Instead of electronic transfers, which are expensive and time consuming, TMF decided to disburse individual cheques to grantees.

Banking and Auditor

TMF encountered many problems with Barclays Bank – slow release of money to individual grantees, delays in receiving cheque books, late or no arrival of statements and generally an unsatisfactory level of service. In January 2010 Hivos Tanzania moved its account from Barclays to Stanbic Bank.

In 2009 a small external audit was conducted covering the preceding year. Since no grants were disbursed in 2008, the audit focused on the setting up phase (May-December 2008). No major issues were identified. Unfortunately the experience with Price Waterhouse, the auditing company was disappointing, both in terms of service and speed of work. Following a tendering process, Hivos Tanzania has now appointed Deloitte and Touche as the new auditor for financial year, 2009.

In 2009 TMF spent 82% of its budget. The slight under-expenditure is due to:

1. The resource centre was not activated
2. There was less spending on small institutional grants than anticipated
3. The short courses planned for 2009 were not developed

No under-expenditure is expected in 2010, if all institutional grants applications are received and processed as planned.

Note: The financial overview shows “committed” figures, not actual expenses.

CONCLUSIONS

2009 was the first operational year for TMF and therefore a highlight in its own right. It was a rich year in terms of experiences, lessons learned and challenges. Many new ideas emerged which have contributed towards improving efficiency and effectiveness of operations. The Secretariat focused much attention on getting the grant system off the ground and was able to implement most of the activities as planned.

Systems have been established to improve the processing and monitoring of grants. Solid and supportive administration and financial controls are also now in place. The experiences and formats of Hivos headquarters have been instrumental in this.

TMF has provided “on the job” training to all staff. The biggest achievement has been that the Programme staff are increasingly aware of the changes it wants to achieve. Focusing on the importance to have more motivated journalists contributing to a transparent Tanzania with good quality products – the examples where these were achieved were inspirational for the team and also used as case studies for training purposes.

TMF is increasingly establishing itself as a reputable organisation within Tanzania. The majority of journalist and media institutions are aware of TMF and what it seeks to achieve. The 2nd call saw more experienced journalists applying and over time the number of NGOs applying reduced for institutional grants.

Strategic partnerships have been established with a variety of organizations: Voices of Africa for Mobile Reporting project; Media Focus Africa (Kenya) for the short courses; Serengeti Advisors, BBC World Service Trust and Twaweza for the Media Monitoring Project

Stories that generate action and visible “impact” are very important as they demonstrate the scale of change that can be created and motivational as they show the power of media.

The mentorship programme has been another highlight of 2009. Despite the grantees not utilizing the mentors optimally during the assignments, the pre-story and post-story sessions have been highly valued and appreciated by all journalists.

In conclusion, after being operational for 18 months or so, TMF has good insight into the Tanzania media sector - a lot of knowledge and experiences have been gained which puts the organisation in good stead to move forward.

LOOKING AHEAD 2010/2011

After one full year of implementation, TMF conducted a a tink-tank session with staff, mentors, committee members and key stakeholders to elicit feedback and suggestions on ways of improving the programme and increasing effectiveness. The outcome of this has led to several significant programmatic changes being instituted in 2010, namely:

- Fellowship Programme
- Strategic institutional grants
- Quality improvement of individual grants
- Mobile reporting
- Media monitoring

FELLOWSHIP PROGRAMME

The Fellowship Programme has been developed with the aim of having greater impact on the development of individual journalists and improving the overall quality of outputs. It is hoped that over time, both will contribute to TMF's high impact objective of a more transparent Tanzania.

The programme will select six journalists or fellows to “work” with TMF for six months, of which four will be in a rural setting. The fellows will be supported by a special team of mentors and will benefit from technical seminars conducted by a range of different experts.

STRATEGIC INSTITUTIONAL GRANTS

In addition the regular institutional grants – often project focused – TMF has decided to focus on some strategic partnership as well. Strategic grants are similar to an institutional grant with the difference that it is longer term and focuses on multiple aspects of one organization instead of only one project/programme. These will be implemented in partnership with Twaweza and three mainstream media companies:

1. Sahara Communication: STAR TV and Radio Free Africa
2. IPP Media: ITV and Radio 1
3. TBC: TBC 1-2 and TBC Taifa

These grants aim to contribute to better quality and further diversify the media landscape in Tanzania. Each framework will have specific objectives but will always be linked to concrete programmes for radio and TV. It is hoped that there will be more support for quality broadcasting including greater transparency, accountability and good governance and for more opportunities for TMF individual grantees to get their products broadcasted on national platforms and mainstream media.

EMPHASIS ON QUALITY

TMF is strongly committed to increasing the impact of grantees by improving the quality of outputs. As mentioned in the Media Up chapter, the journalists thus far have not been utilising the mentors to the maximum. By increasing the role of the mentor during the “on the job learning” TMF secretariat expects to see an improvement in the quality of outputs.

The new “approach” will entail the grantee sending his/her “draft” article to the mentor for “signing off” the product. That way TMF is guaranteed a certain base level and hope to improve quality and achieve more impact.

MOBILE REPORTERS

Mobile reporting is another new initiative in line with TMF's vision of stimulating “new media” in Tanzania. TMF will select five young, promising and motivated journalists and train them on how to use their mobile phones to make short movies. They will be mentored for six months and will be expected to produce a total of 28 short movie and articles. The Mobile Reporters project will be implemented in cooperation with Voices of Africa.

MEDIA MONITORING

From 2010, a consortium of four organisations will embark on a comprehensive media monitoring project. The partners involved are BBC World Service Trust, Serengeti Advisor, Twaweza and TMF.

Each partner has its own defined role - BBCWST will focus on radio/TV monitoring, Twaweza and TMF on print media, and Serengeti on analysis and reporting. Each quarter a “media report” will be made available and shared in the public domain. The focus of the media monitoring is on “content” as well as “quality” of the media. The main areas of focus will be on transparency, accountability, media and citizen agency. It is expected to contribute to a national debate on the role and status of the media.

MANAGEMENT OF TMF

As originally planned, a Tanzanian Executive Fund Manager (EFM) will take over from the current (Hivos) EFM in June 2010. This will mean more staff changes are expected in the team. Hivos will still be responsible for mentoring the new EFM to ensure a smooth transition. From June 2010, there will also be focus on the next stage of TMF, the phase beyond June 2011. A strategy will be produced and follow up funding needs to be secured. Hivos recommends drafting a four year strategy for 2011-2015, including programme content, programme management, governance and staffing structure of TM

Programme	Category	Budget			Variations		
		Original Budget 19m	Revised Budget 19m	Actual USD	Diff in \$	%	Expl
	Grants	06-2008 /12-2009	6-2008 /12-2009	06-2008/12-2009			
	Individuals	91.250	91.250	114.389	- 23.139	125%	Underspending mainly due to late implementation of the short courses and small underspending grants.
	Small	720.000	720.000	188.470	531.530	26%	
	Medium and Strategic	1.200.000	1.200.000	1.363.449	- 163.449	114%	
	Capacity building of grantees	160.563	186.499	118.310	68.189	63%	
	Equipment purchase and maintenance	47.983	47.983	882	47.101	2%	
	Grants management and coordination	14.500	29.503	30.675	- 1.172	104%	
	Other programme activities	17.875	20.955	12.266	8.689	59%	
Sub total		2.252.172	2.296.190	1.828.441	467.749	80%	
Percentage of Total							
Running of the TMF	Salaries and benefits	294.851	218.005	219.233	- 1.228	101%	No comments
	Office running costs	64.220	106.841	134.236	- 27.395	126%	
	Office set up	136.449	106.967	76.088	30.878	71%	
	Staff training, travel, workshops, meetings	15.849	1.864	6.674	- 4.810	358%	
	Reporting and publicity	22.525	43.766	28.511	15.255	65%	
	Short term consultants	71.250	85.384	37.678	47.705	44%	
	Steering Committee	3.325	5.703	4.957	745	87%	
	Monitoring and evaluation	792	6.792	1.006	5.785	15%	
Sub total		609.260	575.322	508.384	66.937	88%	
HA services	HA experts at headoffice	277.750	277.750	237.836	39.914	86%	No comments
	Travel HA non-residential staff NL-	3.800	3.800	-	3.800	0%	
	Administration fee 3%	85.843	86.226	70.105	16.121	81%	
Sub total		367.393	367.776	307.941	59.834	84%	
TOTAL		3.228.825	3.239.288	2.644.767	594.521	82%	