

IMPACT EVALUATION

MAMA FM 101.7 COMMUNITY RADIO OF UGANDA MEDIA WOMEN ASSOCIATION (UMWA)



Mama FM Audience

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Am grateful to the focus groups of men and women in the various geographical locations where UMWA operates. May God bless you all.

Bakirya Judith, Lead Consultant

STRONGO Carried out the Assignment

About us

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EXECUTIVE SUMMARY

This is a report of an impact assessment of Mama FM 101.7. The evaluation took place in May–August, using both qualitative and quantitative methodologies. The purpose of the evaluation was to establish the changes brought about by Mama radio, and nature and numbers of listenership to inform the desired future.

Mama FM 101.7, a radio project of Uganda Media Women Association, is the voice of the ordinary women, men and youth. It's on air 365 days a year, 17 hours per day. It reaches a listenership of over 2.5 million ordinary Ugandans in the 12 Districts surrounding the central region within 200 km radius. The dominant language used is Luganda.

Within 8 years of broadcasting, it succeeded in attracting a listenership which places it in the 23 position out of more than 100 radios in the central region. It made tremendous progress in broadcasting women issues in a gender sensitive manner.

Mama FM was successful in mobilising its audiences against domestic violence and to take up positions of leadership in the local council system among others. In addition it enhanced the capacity of upcoming journalist, and together with UMWA, over 300, are all in employment elsewhere.

Mama FM currently operates as commercial cum community radio, but its evolving towards a true community media. Thus, it requires to sharpen its vision, purpose and target audience, all of which are still hazy.

During the assessment, there were positive comments from listeners about Mama, such as: “ability to set up own business; improving agriculture; making Wills and regarding domestic violence as a serious issue”.

Despite this progress there are a number of specific issues concern listed here that are also reflected in the recommendations section that follows.

- No specific cause /agenda / theme yet identified with Mama
- Mama FM is operating as community cum commercial media
- Over reliance on young journalist as volunteers who leave any time after acquiring skills and experience.
- Funds to run MAMA FM are in short supply.
- Lack of clear radio signal, listeners find difficulty in tuning the radio
- Frequency 101.7 is not found on a number of radios sets
- Utility bills, rentals and maintenance costs are very high.

Major recommendations

Governance

- 1. Turn Mama FM into a true community radio with a clear vision, purpose and strategies.**

2. **Transit into a semi-autonomous organisation with a governing Board (5-7 people) that bring in the relevant experiences and expertise.**
3. **Build a corporate image and a Brand** through delivering quality services and being credible to attract sponsors
4. **Sustain momentum because community radios require long term commitment and coordinated efforts.**
5. **Lead in the process of developing licensing regulations and a national policy on community media in Uganda.**
6. **Take lead in building a Network of community media in Uganda;** to share information and learning among others
7. **Work towards financial sustainability:** through re-packaging Mama FM as a community radio and fundraising with a renewed purpose.

Management

8. **Carry out baseline study with clear indicators and develop monitoring system**
9. **Design a Young professionals scheme for training upcoming journalist through on-services hands-on training package at fee.**
10. **Continue to use Volunteers** from the targeted audience and Volunteers with the right expertise i.e. from PUM
11. **Ensure community participation in programming through Listeners and Fun Clubs among others**

Services and Programmes

12. **Require expert services of a radio programmer with orientation in community media to professionalise the programmes.**
13. **Monitor listenership;** Monitor at intervals the listenership of Mama FM to have concrete data.
14. **Research to quantify, analyse and draw conclusions** regarding the performance and impact of Mama FM to inform advocacy work, potential donor assistance and business prospects

End Note

Mama FM as a community radio is a powerful source of empowerment to women and other marginalised groups. Mama FM's has space in the media industry and in community development to cause positive behavioural change. Thank you Mdm Margaret Sentamu, executive director and the staff team for job well done. You require to sustain momentum with renewed purpose and strategies.

1. BACKGROUND

1.1 Overview:

A core medium of communication in UMWA's activities is MAMA FM 101.7. Not only just a community based radio station, but also the first women's radio station in Africa. For the past few years the increased commercialization and competition among radio stations in Uganda has been a great challenge for UMWA and MAMA FM. Especially the fact that MAMA FM is not able to present exact number of listeners to advertisers, private companies, government bodies, NGOs, INGOs and other potential buyers of air time/commercials seems to have hampered the further development of the radio.

Norwegian Council for Africa (NCA) has for the past ten years been a partner to UMWA, supporting the organisation both financially and technically. From 1997 up to 2004 the partnership covered a general organisational development support focussing on MAMA FM. At present UMWA and NCA have a thematic partnership on Gender Based Violence (GBV), the duration of the partnership is 2006-2008, and any extension is not likely. NCA and UMWA would like to assess the impact of MAMA FM to establish its effectiveness and to guide future programming.

1.2 History of Radio in Uganda

In 1993 the first private radio station (Radio Sanyu) was established in Kampala, Uganda. This was to herald an enormous change in mass media and public information in a country where state controlled broadcasting was previously the monopoly.

The liberalisation policy, together with the decreasing cost of FM transmitters, favoured the proliferation of radio stations. There are more than 100 radio stations, established by private individuals, associations, cultural institutions, commercial, religious and political organizations.

1.3 Why Radio in Uganda?

Strong Oral Culture: Adult literacy in Uganda was 68% in 2001 and is increasing, but Uganda generally remains a country with a weak reading culture, but with a strong oral culture. This is one of the driving forces behind the huge growth in broadcast media in Uganda. Circulation figures show that daily newspapers published on one day have a maximum reach of approximately 5.5% of the Ugandan adult population. Mostly the urban population is reached, and although some newspapers filter into the villages there is no planned rural distribution.

Newspapers play an important role as they reach the urban, educated elite, which include policy makers, government, formal businesses, public civil servants and development employees. Also the content of the electronic media (TV and radio) is heavily influenced by newspaper. With only 6% of households owning a TV set and 9% of the population having any form of electricity, the Radio industry will grow massively in the future.

Knowledge and Information Gaps: Illiteracy and poor reading culture result in lack of knowledge and information. The Information and knowledge problems are often at the core of the difficulties ordinary men and women in their daily struggle to survive and to improve their lives. The unequal distribution of information cannot be entirely eliminated but it can be addressed in part through a community radio

Radio is the giant in terms of outreach: After a decade of radio liberalization, Uganda developed a vibrant radio industry of around 100 radio stations broadcasting to over 90% of the populations in all the major languages of the Country. Radio is by far the most important source of information in Uganda. with newspapers reaching only an estimated 5.5% and TV 6% of households.

FM Radio is the giant in terms of reach, and the Uganda Bureau of Statistics suggest that 63% of households own a radio, while independent surveys indicate household radio ownership to be between 80 and 90%. In mid 2004 there were at least 84 operating radio stations in Uganda, but to effectively reach the large majority of Ugandans one would have to broadcast on at least 10 stations, due to languages and signal cover¹.

Multiplicity of Languages: There is no common uniting language in Uganda. Although English is the official language it is not spoken by the majority of people in the country and is particularly not understood at a technical level, i.e. to communicate technically on complex messages. Local vernacular languages, of which there are 37, are therefore the only way to reach the majority in Uganda.

Women and the Media: Additionally, the number of women owing or having control over radio sets is low. This means they can not decide which station or program they would listen to. Likewise, their voices compared to those of their male counterparts are poorly represented on air. For instance, research shows that the number of women speaking through radio compared to that of men is low with a ratio of only 15 women out of 100. Although men own the majority of radio receivers, women can listen to programmes at home in the evenings when the main chores of the day are finished.

¹ Surveys by Steadman Research Services and ILO in 2003 and 2004

1.4 What is a Community Media

Community media is one effective tool for development: Community Media is community owned and gives access to voices in the community and encouraging diversity, creativity and participation. Community media provides a vital counterbalance to the increasing globalisation and commercialisation of the media.

“Like a vaccine capable of reducing preventable disease, community radio is a simple, effective solution to achieve development goals, and also to help people celebrate their own culture” *William Siemering, President of Development Radio Partners*

Community Radio as a source of empowerment: Within media development, it is essential to focus on community radio as a powerful source of empowerment, especially for disenfranchised and marginalised groups in society. Community Media provides media and information communication technology access, training and employment and is an exciting source of social innovation and practical 'joined up' outcomes. Combining social enterprise, creative content production and skills for the digital economy, Community Media has a vital role in reaching out to people and communities at risk of exclusion and disadvantage.

Community involvement is fundamental for the successful use of community radio. Radio programmes are most effective when produced with audience participation, in local languages and with consideration for cultural traditions. Successful features include live public shows, quizzes and debates. Community-based radio, television and Internet projects work by enabling people to become media producers, to send as well as to receive, and, by working together, to reinforce knowledge, dialogue and cultural expression at neighbourhood and community level.

People tend to trust what they know and feel at home. Often that means modern knowledge must enter a traditional society through traditional channels of communication. We must use traditional channels of communication to interlink with the new information technology, Radio holds great potential.

Community media handles everyday life experiences of their listeners and also promote local development. The radio is an important channel for the motivation and education of women.

Culture and development: Communication is a product of culture, and culture determines the code, structure, meaning and context of the communication that takes place. The participation of local folk artists, storytellers and performers in the production and use of community media ensures respect for traditional values, symbols and realities and, at the same time, ensures that such media productions appeal to ordinary audiences. By tapping the community's creative pool of traditional culture, expressions and

formats, women can maintain their cultural identity while gaining social self-reliance. Women's use of local media and communication channels also increases the credibility of media programmes and thus their effectiveness and impact on the knowledge, attitudes and behaviour of other women.

1.5 Justification for Mama FM as a Community Media

Participatory Development: There is a shift in development thinking and practice towards people-centred programmes. The participation of communities in decisions concerning their own lives is creating new opportunities for social change and the empowerment of both ordinary women and men. Radio remains the most powerful, and yet the cheapest, mass medium for reaching large numbers of people who are marginalised or in isolated areas. Thanks to the revolution of the transistor, even the remotest villages have access to rural radio, which builds on the oral tradition of rural populations

Promoting Dialogue and Debate: Radio as a communication media can facilitate development by encouraging dialogue and debate. Furthermore, it can give a voice to women, thus enabling them to articulate their own development agendas. Similarly, by fostering the exchange of knowledge and information, radio can stimulate women's awareness and motivation, allowing them to take informed decisions on the crucial issues affecting their lives.

Radio is an important tool for the rapid diffusion of important messages on new agricultural production ideas and techniques as well as on health, nutrition, family planning and other social and cultural issues. Combined with other media, it can be used for training and the transfer of technologies. It can promote dialogue and debate on the major issues of development as well as providing a platform for the expression of women's needs, opinions and aspirations. Radio enables women to voice their concerns and speak about their aspirations with external partners such as national policy-makers and development planners. Finally, radio is a tool that can be used to develop community cohesion and solidarity.

Right to communicate: The freedom of expression underpins all other human rights. It is the means by which other human rights are defended and extended. In the Information Age the freedom of expression takes on additional importance, as the ability to send and receive information, regardless of frontiers, comes increasingly to dominate our economic, social and cultural life. A new grassroots agenda is emerging to articulate the right to communicate an agenda in which access to new media and communication technologies is seen as an essential part of public life and a democratic culture.

Mama FM as a community media aims at causing learning and social change. It creates space for women and other marginalised groups to meet over airwaves and discuss and learn about issues relevant to them and their lives. This improves their meaningful participation in decisions that affect their lives through strengthening their ability to communicate. Mama Fm makes UMWA a powerful social and economic player in women emancipation.

1.6 What is Mama FM?

Mama FM, is a Community Radio Station, that serves the marginalised communities (men, women, youth) within 200km radius of Kampala, broadcasting in Luganda and English. It broadcasts community development information and entertainment in a bi-lingual format. Mama means mother in the local Bantu languages. As the names connotes, it's about women roles, responsibilities, issues, challenges brought out in broadcasting in a gender sensitive manner.

1.7. Why was Mama FM Started?

The process of starting Mama FM started in 1998 with Radio Subcommittee to the plan and spearhead the process. A feasibility study was commissioned in the same year to inform the process.

The feasibility study² done did not carry out a detailed analysis about the nature of Radio to be set up: whether commercial or community radio. It did not in clear terms say who the target audience was, and the reasons for the choice. In addition it did not explore why the geographical region of location was central region or what interests the radio was going to serve. What comes out clearly was that Mama was woman focussed Radio that would address the gaps found in commercial radios such as

- airtime was very difficult to get on existing Radios
- very expensive to air programmes on Radio
- time allocation by both government and private Radio was very difficult
- equipment in terms of television, cameras, monitors, recorders etc hired regularly were very expensive
- most media women lacked the assertiveness, confidence and practice experience so could not be employed in other radios
- women related issues had a negative portrayal in the media generally

In addition Mama would generate income as part of the sustainability strategy of UMWA. However feasibility study did not explore the potential to generate income i.e. how much and from what source.

Objectives for formation of Mama FM

- Reach out to women in Uganda especially the rural women through radio programmes

² A Feasibility Study Report to Establish a Radio Station in Uganda by UMWA by James Kiwolu Aug. 98

- Provide and disseminate information through Radio broadcasting to disadvantaged group such as women, children and people with disability
- Advocate and lobby for gender balances in Uganda through Radio
- Create publicity arm in order to support women movement in Uganda
- Generate income for sustainability of the organisation

18. What we learn from the history of Mama

The purpose for Mama's existence has been evolving over years, and thus has affected the definition of target audience, programming, strategies for marketing and human resource employed.

2. APPROACH AND METHODS OF REVIEW

2.1 Purpose of the review

This was an impact assessment of Mama Fm, a community Radio of Uganda Media Association (UMWA), to establish its effectiveness, and to inform future programme designs.

2.2 Methods

Used both qualitative and Quantitative methods in analysing the impact of Mama FM. The evaluation was conducted on the basis of the terms of reference drawn by UMWA/Mama FM and its development partner NCA.

Quantitative analysis:

The analysis of the listenership of Mama FM was based on the survey by Steadman Media Group.

Qualitative:

The qualitative methods included documents review, Focus Group Discussions (FGD) and Key Informant interviews (KIs) and in-depth interviews with listeners, targeted audience, staff, membership and the Board. Each group or individuals were interviewed using questions called 'topic guides' example is given below.

Examples only

- 1. Why do you have Mama FM? What makes you different from the rest of the FM Radios?**
- 2. Who is your target audience? Why?**
- 3. Are there any legal guidelines or policy for establishing and running a community Radio?**
- 4. How many community Radios are there in Uganda and how do you relate?**
- 5. How many journalists have you so far trained?**
- 6. Comment on the issue of volunteers? Strengths and weaknesses? Suggest a way forward**
- 7. Does Mama FM generate any income? From what source and how much per month?**
- 8. How many listeners' clubs exist? What is their role?**
- 9. What are the main challenges at Mama FM. What solutions have you put forward in the last one month?**
- 10. What major lessons have you learnt with MAMA FM?**
- 11. What is the future of MAMA FM? Suggest possible way forward for Mama FM**

3. FINDINGS

3.1 Introductory Remarks

UMWA's community radio station, Mama FM 101.7 is the voice of the ordinary women, men and youth. It's on air 365 days a year, 17 hours per day. It reaches a listenership of over 2.5 million ordinary Ugandans in the 12 Districts surrounding the central region within 200 km radius. The dominant language used is Luganda. It offers predominantly development information with a gender perspective and uses various participatory methodology in programming.

We listened to similar radios such as, Kagadi Kibbale Community Radio (KKCR); Radio Sapienta; Maria; and reviewed documents, searched the Internet and got the professional in-puts from the experts. We went to the field several times to receive insights from the listeners and also try out the signals of Mama FM from varied locations including the immediate neighbourhood Kisaasi. The staff provided extensive briefing and interpreted many events and contexts which would have been difficult to unravel in a short time. The findings below are the fruits of that work.

3.2 Overview Of Mama Fm Performance

First and foremost, we commend Mama FM 101.7 for winning a certificate of merit in recognition of her participation in the 2007 *"Rival on Air friends in soccer media sports gala 2007"* from YMCA Kampala Branch. In addition, Mama Fm was selected by the US Embassy and the Eastern Africa Media Institute to participate in the 2006 Radio reporting Awards. This is an annual event that honours outstanding radio journalism in Uganda by recognising and rewarding superior news production, responsible and resourceful news reporting. Mama FM did not win the Award, but it was honoured to participate, and also to promote their corporate image and brand. UMWA hosted the prestigious Pearl of Africa (PAM) Music contest in 2006 and 101.7 Mama FM participated in promoting the occasion.

We acknowledge UMWA's commendable job of setting up the first woman focussed community radio station, and for the great work and achievements since 2003 as detailed out in their annual reports of 2006 and 2007. Mama FM boosted the image and visibility of UMWA.

3.3 Social - Economic Impact

1. Fostering Dialogue

Mobilising local communities around issues of women concern, activities and success stories in general. Mama FM greatly contributed to building constituencies of popular support by championing the cause of women and other marginalised groups. Examples Mama FM had an emphasis on issues of domestic violence i.e. out of 50 Saturday Talk shows, 'Ekimeeza' topics, 5 were on domestic violence. Other topics of importance included HIV&AIDS, human rights, environment, farming, business enterprise management among others.

UMWA as an institution through Mama FM, joined the international community and participated in celebrations of 16 Days of Activism against Gender based violence. There were drama series, community radio dialogue characterised by spot messages that addressed core causes and effects of domestic violence at the household and community in general. This was backed up with knowledge acquisition and dissemination to communities through the "Get Smart Women clubs", listeners clubs and road shows in 12 Districts where Mama Fm broadcasts.

What the consultant evaluator observed was a theme of focus emerging in Mama FM and that was Domestic Violence. Other themes that seem to characterise their work were HIV&AIDS and Governance (civic education, woman participation in political decision making positions etc). If the Core business of Mama FM is the well-being of the woman, then this woman requires to be looked at in the different lenses such as : Girl Child, the youth, the woman in child bearing age, the teenager, the elderly and how each of them are affected by domestic violence, HIV&AIDS and Governance. Within the broad themes, topics of focus should be identified as well eg in Domestic violence: Bride Price related violence, economic violence, sexual reproductive health etc. Reading the initial feasibility study carried out by Fred Kiwolu in 1998, this kind of analysis to guide Mama FM programming was lacking.

2. Mobilising Ordinary Women and Men for Development

While the commercial radios concentrated on 'populist' programmes that enabled them keep in the business, Mama focused on development information for the ordinary woman and man. Rapid appraisal survey through Mama Fm listeners revealed that they were using information for development purposes. Examples are revealed through the various testimonies we gathered under the listeners' voices next.

3. Listeners Voices on how Mama has impacted on their lives

Out of a total sample of 854,000 listeners in Kampala area, and out of 33 Radio stations, Mama FM was 20th with 16% saying spontaneously that they know Mama radio and 47% being prompted to remember it³.

According to Maama Zaria, woman radio listener in Wakiso District;

"The station helped us understand the importance of literacy for our commercial activities. We also worked separately before but, after listening to the radio programmes, we got the idea of coming together in an association".

One Nakanjako in Bwaise, a Kampala suburb shared her experience of how she built on her talent as a traditional healer to start her own business using her money saved as a house maid. She used to phone in educative programmes on Mama FM and other related Radios such as *Nekolera Jange* on CBS. She shared her ideas with other community members and listened to advice given and she took up the initiative. Now she is happy and successful in her business. Nakanjako recalls:

"To let my mind wonder off from Kampala's hectic life, music is my remedy. Beyond music I love call-in programmes on Mama FM. Whenever I get my earnings, I put some aside and in the evening after doing my chores, I call in and share in the debates on Mama FM radio. Am impressed when subsequent callers make additions to my 'clever contributions'"

Over 50 women interviewed in the areas of Kawempe division and Mukono areas said they listened to the advice given by Mama radio and used it to their own benefit.

Another listener in Mityana District, Mr. Mutyaba Yoweri, commented further:

"The radio station has brought about a genuine change in the everyday lives of villagers. It has led improved farming techniques especially in the selection of the best seed varieties and following the farming calendar".

Catherine from Wakiso District, who once participated in a programme discussing sexual reproductive health issues on Mama FM had this to say:

"I felt like a famous person for once. Whoever had me on radio talking was excited to hear my voice. Every body who heard the radio programme made sure they informed me about it with admiration."

A youth by the name of Samula in Maganjo said she listened to the programme advising families to write Wills. I sat with my father and convinced him on how to write a Will. He started on the process. I learnt that even me as a girl, am entitled to share assets of my father.

³ The Steadman Group, All Media and Products Survey 2007

One Amina Nabukera from Kawempe Division learnt of local government plan for modernizing agriculture on Mama FM and used the new knowledge to grow mushrooms for sale.

Salome from Nabbale in Mukono had this to say about Mama FM:

“Mama is a family radio. You can listen to it with children and in-laws, and you will be settled. Mama uses a dignified language, not like other radios that use vulgar expressions. I wish they could just improve on the clarity and be even more consistent in their schedules”.

Consultant evaluator observed that Mama FM has great potential to impact positive change on the lives of ordinary women and men. Majority of the men and women in the targeted areas are either illiterate or semi-illiterate, thus radio is the primary source of information. Mama has used appropriate medium to broadcast development information to her listeners, and the listeners have had the opportunity in contributing ideas to the programmes.

4. Women Participation In Governance

By educating and mobilising ordinary people to participate in national general elections as happened in 2002 and 2006 from an informed position UMWA through Mama FM played an important role in promoting good governance. In addition, it encouraged women to vie for positions of leadership in the local government system. In one subcounty of Nabbale in Mukono District 3 women out of a total of 25 women in a focus group discussion, reported to have competed against men for Local Council 1 Chairmanship and they won. The same was reported in Ivukula in Namutumba District as additional.

5. Promoting Media Literacy For Life Long Learning

Mama works through Fun, Listeners and Get Smart Women Clubs to generate topics for radio broadcasting and Involving local communities in generating drama series. In training women in public speaking skills among others, availing Community Notice Boards, UMWA through Mama FM promoted media literacy as part of life long learning for the participating communities. 10 youth were drawn from Kisaasi area (neighbours of Mama FM) and trained in radio production skills (radio presentation, recording, topic selection, news writing and gathering) Mama achieved moderate results but was on the right path.

Mama requires building popular support among the targeted audiences in the 12 districts and even beyond through networking with other radios and organisations with related missions such as RUDMEC, TEROWODE, Radio Kagadi Kibale CR, Radio Maria among others. Once it builds this credibility through quality of services it offers, it will automatically attract advertisers and sponsors.

A comparable Radio Kagadi Kibale Community Radio (KKCR), South Western Uganda takes the concept of media literacy to greater heights. Community

members are brought in the studios to make personal announcements, to share good practices say in agriculture and in business etc. KKCR also serves as a substitution for phone service – travelers may stop by to broadcast a message to their loved ones to let them know that they're almost getting home. Their participation in programme generation and broadcasting has made Radio KKCR a very popular radio in that part of Uganda. It's that popular support in its constituency that makes it an attractive radio for advertisers and sponsors. Mama FM can learn a lot from this particular radio.

6. Asserting the Rights of the Marginalised to Communicate

Mama FM gave the marginalised communities, especially the women the space to reflect on their lives and also communicate to a wider audience. This was achieved through radio drama (over 10 radio series) and stories featuring women's right to participate in politics, decision making concerning economic and various social concerns. In addition radio talk shows, programmes such Time to work (*Gwani Atakola*); Ignorance is no defence (*Osanide Omanyee*); Lets talk about it (*Katukyogere ku*); and Morning Hope (*Subulyakumakya*).

Through Mama FM, women and youth participated in national and international events that recognized women's rights. For example the radio participated in celebrations to mark the International Women's Day. Her participation was in form of writing news stories; talk shows and short features on the subject matter, giving away show tickets to 20 women from among the listeners of Mama FM. The theme was on 'Promoting Women's empowerment in Development. The talk shows and news stories focused on: the overview of the women movement in Uganda and role of women in wealth creation.

Consultant evaluators recommend Mama FM for recognising culture in communication. By using drama and story telling to promote the issue of rights, Mama was using the traditional media which could easily bring out values, symbols and realities which easily appeals to the targeted audiences.

7. Promoting Inter and Intra Relationships:

The link between rural women and media women, Funs clubs and Listeners clubs, between UMWA and government, between UMWA and business sector (PAM AWARDS) and the international community fostered relationships for peaceful co-existence and development. Here some examples:

- hosted several local councillors, academicians, local entrepreneurs, politicians as well as some members of parliament. The guests discussed a wide range of issues on radio including human rights, the Local Government Act, Universal Secondary Education among others.

- hosted delegations from Kayunga District Farmers Association (KDFA) and Baseesa Gwaka Farmers Association. The delegations shared their experiences into farming as a business and also learning about community broadcasting.
- A promotional documentary on 101.7 Mama FM was shot, produced and featured in Norway. The documentary, which was shot by Kristine Ramberg Aasen, a journalism student at Masters Level, focused on the media in the promotion of women's rights in Uganda using Mama FM as a case study. It also examined the importance of radio to women and the community at large.
- The radio received various reference materials from the World Health Organization in areas of: sexual and reproduction health and female genital mutilation. In addition, it received publications from the International Information Center and Archives for the Women's Movement, a publication which makes knowledge relating to the position of women available and accessible.

8. Networking with Radios of similar mission:

UMWA initiated the process of working in collaborative linkages with other community radios in Uganda. The process is in its infancy stage. Beyond the borders, Mama FM hosted Elizabeth Opudo, a producer assistant and reporter from Kenya Broadcasting Corporation-Metro TV and Monica Mulenga Mayuni, a Zambian, professional journalist and student of Human Resource Management at Copper belt University as part of FK Norway exchange program. They made significant contributions in terms of news collection, editing, news casting and general management of the station.

Consultant evaluator observed Networking among community media is key to the development of the industry. Mama FM has the opportunities to take lead in bringing together the different actors in this field into collaborative relationship. As Network, will be able to influence the development of national Policy and Licensing guidelines. Through the network a Code of ethics and practice will also be developed.

3.4 Programming

1. **Focus on women's concerns:** According to the Acting Mama Radio Manager, 80% of all the programs aired, focused on women concerns, activities and success stories in general. The core program themes included: Domestic Violence; Human rights including child rights; Governance; Planting and harvesting seasons; Business /work/entrepreneurship, HIV&AIDS; Policies on Domestic Relations Bill, Decentralization, Universal Primary Education and Environment among others⁴.

2. **Participatory programming:** The radio generated information from the field especially the communities within coverage and this took the form of interviews, vox pops, print and local songs reflecting social and cultural values of the people. There was linkage to the Get Smart Project, the Other Voice and Rural Outreach Programme (ROP) as sources of information for broadcasting. Other programs were a by product of research work by presenters and producers of the respective programs, testimonies and interviews from women, children and the disabled, guest speakers from women groups, government departments, civil society institutions, the police force, local council offices, UMWA board members, local staff members and volunteers.

3. **Topics of focus:** A rapid appraisal survey carried out in May 2007 by Mama FM in Kisaasi area among its listeners showed that Evening Voyage (Tusabale), Reflections (Kiwumulo) and the Teenage Age (Ffe Abatini) were the most listened to programs on Mama FM. The strength of the said programs according to the findings lay in their ability to educate, entertain and relax the minds of listeners. In addition Mama FM was advised to revisit broadcasting news over the weekend as is the case with other radio stations and to work towards broadcasting live football matches (more of a man's game observed the evaluator but there is an opportunity to capture men listeners).

4. **Topics of focus:** We reviewed Mama FM's topics of discussions in talk shows for the year 2007. Established that out of 50 topics for debates and dialogue, 5 were on domestic violence; 6 on HIV&AIDS; 26 on politics/governance/transparency; 9 on women in general and others. Summarised table is presented next page. The focus on issues affecting women does exist i.e. 20 topics out 50, with a particular emphasis of domestic violence and HIV&AIDS. There is a heavy leaning towards politics / governance, may be to follow the trend of commercial FM radios and to maintain listenership interest. The community of listenership indicated a great interest in Sports as well.

⁴ Report on Mama FM 101.7 Programmes running between June 2006 – May 2007 compiled by Victoria Ssonko

The table analyses topic focus in talk shows in 2007

Topics	Subject	Freq.
<ol style="list-style-type: none"> 1. What are the causes of domestic violence? 2. How can domestic violence be contained? Issues of the Law 3. Defilement. Why do teachers defile the students and children? 4. Gender, violence & rights & Wills, Death or Birth certificates. 5. Women at the work place and sexual harassment & discrimination 	Domestic Violence	5
<p>Examples Only</p> <ol style="list-style-type: none"> 1. HIV drug trials. Hope for women living with HIV& Aids SS Africa 2. Sex be avoided during sexually transmitted disease (STD) treatment? 3. STD prevention and treatment specifically 4. Stigma among HIV/AIDS patients. How to over come stress 5. Is circumcision the next needed solution to the problem of HIV/AIDS? 	HIV&AIDS	6
<p>Examples only ----</p> <ol style="list-style-type: none"> 1. Women and freedoms. What are the Achievements? What contributions has Govt and other stakeholders made? 2. What can be done so as to prevent divorce in case of a misunderstanding? 3. Fathers who neglect the responsibilities and leave the whole burden to mothers. 4. What has favoured the rise of women into the Theatre world? 5. Women's International Day. The radio traced its history, successes and challenges 	Woman & Operating Environment	9
<p>Examples only</p> <ol style="list-style-type: none"> 1. What lessons must leaders and dictators draw from the death of the late Saddam Hussein, former leader of Iraq? 2. The circumstances surrounding the sacking of Dr. Dan Muliiki, former premier of Buganda Kingdom by Kabaka Ronald Mutebi. 3. Government's decision to give MPs cars (to be bought and serviced by government) instead of cash of 60m each). Does Uganda have this money inspite of the prevailing poverty levels? 4. The continued illegal detention of People Redemption Army rebel suspects despite the courts ruling to release them. 5. Government's failure to respect the public's opposition to give away Mabira 6. What is your take on the on-going changes in the police force; 7. Governments' increased level of monitoring all media houses in Uganda. 	Politics, Governance & Transparency	26
<ol style="list-style-type: none"> 8. Effects of early sex among teenagers. 9. Youths and Islam; relation to politics, education and marriage? 	Adolescence	2
<ol style="list-style-type: none"> 10. Reasons why businesses collapse in their early stages. 	Business	1
<ol style="list-style-type: none"> 11. What is the future of Universal Secondary Education? But what has been its contribution to Uganda as a whole? 	Education	2

The consultant evaluators also noted less focus on small business related information in talk shows and limited interest by listeners. In 2004, ILO FIT-SEMA (Small Enterprise Media in Africa) in Uganda initiated a programme and produced an interactive and investigative business programme for the informal, micro and small enterprise sector. It was broadcast in 12 local languages on 18 radios. A lot of interest was generated especially among ordinary women and men and listenership increased in the participating radios. As Mama FM moves in its next Phase of development, focuses on some core primary programmes it may consider business related programmes as being core. There will be need for professional input to help find the appropriate fit in current development information.

Guests from NCA who participated in the Evaluation

1.1



3.5 Who Is A Typical Mama Fm Listener

We reviewed literature in UMWA and also interviewed people in the areas of coverage. This is what we established:

According to the Director of UMWA:

“Target audience: - age bracket of (18 – 48) men and women in the productive Age – who take decisions of influence things. But very important that the content on Mama FM is women oriented.”

From the Mama FM annual report of 2007 it was established that:

“Mama radio covers a radius of 400km targets women between the active age of 15-45 years as well as the general public”

The current acting radio manager of Mama FM says;

“Our main target audience is the marginalized group who are voiceless. Typical listenership of Mama FM ranges between 8 years and 75 years or beyond by age. Both sexes are our good listeners since they also are in the above targeted audience of Mama FM.”

He further says that the big numbers of listeners stay in rural areas and are mostly farmers who have now grown from substance farming to commercial. They have managed to achieve this through Mama programs called Osanide Omanyen meaning “*illiteracy is no defence – You too ought to know*” on air program. The Get Smart Project where domestic violence issues and other educative programs are aired. Our listenership is turning into a semi-urban audience.

According to the feasibility report by James Kiwolu 1998,

“Reach out to women in Uganda especially the rural women, Disseminate information to disadvantaged groups such as women, children and disabled people”

The consultant evaluators observed that; While there are some discrepancies in age range and who the target audience is, what seems to characterise all the information is that; Mama Fm is a woman focussed radio, broadcasting gender sensitive development information. The listeners are rural based or semi-urban audiences who include ordinary women, men and youth. These are audiences who are either engaged in small to medium businesses, working in support jobs, farmers, in and out of school youth among others. Some of the listeners are literate, illiterate or semi-literate. The age of the listeners is still debatable.

According to Mama FM field monitoring, women tend to listen to social issues more and men are more interested in political topics and sports.

3.6 Mama Fm Listenership

A listenership survey was carried out by STEADMAN Group All Media and Products Survey of 2007⁵. It was based on a base sample of 6,087,000 and it was divided as; (Note the Graphs are attached as annexes)

Either (2 categories)

Rural	5,340,000
Urban	747,000

Or (5 Radio Regions)

Central Region (Mama FM located)	1,501,000
Kampala (Mama FM Radio Location)	366,000
Western Region	1,504,000
Eastern Region	1,513,000
Northern Region	1,281,000

Listenership was evaluated against the following indicators:

1. Whether listened to a radio in a recall period of 7 days in a:
 - Own home; Bus or Taxi; Private Car; Another Household; Office or workplace;
 - Public place (Bar or restaurant) and Mobile Phone
2. Radio Station awareness either in rural / urban areas or in 5 radio regions (Either spontaneous or prompted)
3. Radio listenership frequency

Results Were As Follows

Listenership in a recall period of 7 days:

In a Kampala (Capital City) base sample) of	854,000
Number of Radios	33
Mama FM Score	21 st position
Mama FM %ge scores 16% Spontaneous & 50% prompted	66%
Best Radios: Simba 97%, Super 97% & Dembe 96% - all commercial	
Last were Alpha 26%, Mega 21% & Touch 20%	

Central Region Base Sample	2,922,000
Number of Radios	33
Mama FM score	22 th Position
Mama FM %ge Score 7% spontaneous & 47 prompted	51%
Best Radios CBS 1 (98%) CBS2 (95%) Simba 95% - all commercial	
Last : Dunamis 21%, Equator 21% Busiro 21%	

⁵ The STEADMAN Group ALL media and products survey report 2007

Comparing Mama FM with KKCR Community Radio

Listenership in 7 days recall period

Western Region base sample	3,470,000
Number of Radios	33
Kagadi Kibale CR	23 rd
KKCR %ge Score 10% spontaneous 18% prompted	28%
Best Radios: UBC 92%, Capital 86% Radio West 85%	
Last: Simba 31%, Kitara 30% Radio Rwenzori 30%	

Radio Listenership Frequency

Recall Periods were: one day, 7days, 4 wks & Long ago

Kampala base sample	854,000
Radios	33
Mama FM Position	22
<u>Score for Mama FM</u>	

One day	4%
7 days	20%
4 Wks	46%
Long ago	30%

Central Region Base sample

3,414,000

Radios	33		
Mama FM position	24 th		
<u>Scores for Mama</u>			
One day	5%	4 Wks	37%
7 days	20%	Long ago	30%

Comparable radio KKCR in the Western Region

Western Sample	3,470,000		
Radios	33		
KKCR Position	24 th		
<u>Scores of KKCR</u>			
One day	10%	4 Wks	47%
7 days	21%	Long ago	22%

Interpretations:

It's a great achievement for Mama FM to be rated by listeners through an independent but professional radio survey organisation. This indicates the potential Mama FM has in reaching out to audiences if it can aim at professionalizing its broadcasting approaches. A similar mission radio KKCR in Western Region performed almost at the same level as Mama FM keeping other factors of location constant.

Major Challenges now

- Frequency of 101.7 is not found on most FM radio sets
- Schedules on Air are inconsistent
- Some programmes are not well researched according to 2007 annual report

3.7 Capacity Building Of Upcoming

Ugandan Journalists

Capacity Building

Building the skills and experience of upcoming predominantly female Journalist is what Mama FM and UMWA did. Since 2003 a total of 85 journalists (... F and ... M) Were trained. At UMWA 220 received on job training. For the ordinary woman and man, Mama FM did a lot of training in what is referred to as increasing media literacy as already explained in the document. In addition upcoming female artists were given the space and opportunity to showcase their talents, thus giving them the necessary confidence and exposure they required to launch their careers. Beyond the borders, UMWA received numerous guests from Africa and beyond who came to learn about community media.

Capacity building in UMWA took the form of on-job experiences, coaching and mentoring, training through workshops, exposure and exchange visits. Below are some examples of capacity promotion that took place in Mama FM:

- In 2007, three of the eleven female producers and presenters of various programs on Mama FM gained more skills in production, research, information gathering, generation and public speech making.
- One member of the radio crew was selected by the Department of Mass Communication at Makerere University to train as an environmental journalist. This was a 10-day certificate course, which targeted district environment and communication officers as well as environmental workers.
- Mama FM 101.7 participated in AMARC organized 10 days workshop in Nairobi Kenya. The workshop covered topics on: Community Radio and HIV reporting; harnessing grassroots creativity in broadcasting; sustainability of community radios; knowledge and the understanding of the broadcast laws, ethics and religion and sexuality in the African context among others.
- 13 members of the radio crew were part of the three- day training workshop for journalists on the media as an effective tool in creating awareness on child sexual abuse and exploitation. The workshop was hosted by UMWA.
- The acting station manager attended the Inter-radio workshop on Social Security which was held in Bonn, Germany. The workshop attracted 13

radio stations from Germany, India, Indonesia, Malawi, Mongolia, Mozambique, Vietnam, Philippines, Tanzania, Uganda, Uzbekistan, Zambia and China. It was organized by Deutsche Welle Radio, Germany.

- The station promoted local artists by giving them a platform to sell their artistic talents in music, dance and drama. Beneficiaries included; Prosy Nalunkuma of Rider Production, Bob King, Semwanga of Ebimuli Bya Buganda, Annette Nandujja, Catherine Kusasira and Winnie Munyenga.
- A 21-person delegation from the Sudan, Ethiopia and Somalia were exposed to Mama FM as a learning tool about community broadcasting.
- On 2 occasions hosted members from the Methodists Church in the USA. The visiting team was interested in learning about the operations, challenges and contribution of community media to the social, economic and political development process of Uganda.
- Sexual and Gender based violence training workshop: UMWA in partnership with the International Women Tribune Center and Radio Apac, organized a five day training workshop for media workers and members of the local Civil Society in Uganda in December 2007.
- In addition to training and exchange visits, UMWA itself, especially the executive director, who is a trained journalist, played a big role in coaching and mentoring upcoming journalist. That was a job well done.

Consultant evaluators observed that UMWA / Mama FM did an excellent job in building the performance capacity of upcoming journalists. Most FM Radios in Kampala; Simba, Capital, Maria among others benefited from UMWA/Mama FM trained personnel. But while UMWA performed very well in this aspect, it drained its own energy and efforts. The young journalist were looking for career jump start. They quickly moved on to “greener pastures” with newly acquired skills and experiences. Ironically, UMWA and Mama FM continued to suffer chronic lack of skilled personnel. There is need for a change in strategy. The training program for young journalist requires rethinking – from regarding them as volunteers to young professional trainees who must pay some commitment fee and get a certification of attendance at the end of a defined period.

3.8 Mama Fm As An Organisation

1. Governance and Management

Currently the leadership of Mama FM is under UMWA. While this was necessary in the forming stage of this organisation, increasingly, Mama will require semi-autonomy to allow it develop to a next stage of a true community media. The skills and competencies required to manage and govern Mama FM may slightly differ from UMWA.

Thus, Mama will require its own Board of Directors, say 5-7, one of which must come from UMWA Board to provide a link. The Executive Director of UMWA as an ex-official may be a Secretary to both Boards. Then the Mama Fm Board will comprise of the appropriate representation from the listenership, policy makers, media industry, business sector, community media, women etc

2. Human Resource Puzzle

The current radio manager is in an acting position after the departure of one last year. There is need to strengthen this position with managerial and technical skills. Mama Fm will continue to rely on volunteers, but the nature of volunteers should change. Require to recruit volunteers from within the target audience and enhance their skills accordingly. But there is also the option of recruiting volunteers who are already professional and have additional value to make. For example, in Netherlands, there is an organisation called PUM⁶, that has a scheme of professional volunteers to offer at a minimal contribution. Within the membership, if there are professionals willing to contribute their time this is another option.

3. Funding Perspectives

Norwegian Council For Africa (NCA) was the major funder of Mama Fm for the last ten years. This donor support is ending this year 2008. Mama generated some income from paid announcements, thank you messages, birthday wishes, funeral announcements and adverts. The total amount of money generated (average of 250,000 (\$150) per month was far too little to meet the total cost of rentals, maintenance, utility bills and salaries and allowances of workers. Once in a while Mama attracted funding for specific activities, for example during national general elections time i.e. in 2002 and in 2006.

⁶ Dutch experts give help to over 2200 companies in the small and medium sized enterprise sector in Africa and elsewhere. Drawn from a database of 4000 Dutch entrepreneurs, managers and specialist. Office: Bezuidenhoutseweg 12, 2594 AV The Hague, Netherlands. Box 93078 2509 AV The Hague. Email: info@pum.nl Web: www.pum.nl

4. Sustainability Of Mama Fm

Financial Sustainability a big challenge: Like elsewhere in Africa where community radios are run, financial sustainability is the biggest challenge. At the time of doing this study, Mama FM and its founding body UMWA were in a financial crisis. Their donor funds had come to an end, and were not sure where the next source of funding will come from. Yet Development Partners funding support, inevitably will continue to be a future in Mama FM for some time.

Mama may want to try out advertising money, but as Steadman’s Group’s Business Development Manager says;

“ A lot of money is being pumped into advertising. The industry grew by 45.9% in the first half of 2008. By the end of the year, over shs 200b will have been spent. But aggression is intensive and claws are digging deeper. even home town company is branding its products in a way that will persuade you the customer to buy...”

Has Mama FM got the muscle to win this kind of money? Those are the challenges. And if there is government policy on community media, will the likes of Mama be able to benefit from advertising money? – the answer awaits the future.

5. Strategies for Sustainability

a) Use of Volunteers

Active participation of volunteers are key to success and sustainability of community radio stations. UMWA is using volunteers in running the radio station. The Mama FM Volunteers are usually young college graduates who are seeking working experiences before they move on to regular salary paying jobs. Below are the strengths and weaknesses UMWA has established over the years of working with them:

Strength	Weaknesses
<ul style="list-style-type: none">• Available in good numbers• Not necessary to be paid a living wage• Came from different background knowledge, experience, skills	<ul style="list-style-type: none">• Do not necessarily believe in the mission of the Radio, but are looking for an on-job training experiences, usually move on when they acquire the skills• Not reliable, usually depart with no notice• Once you can’t afford to sustain them they move on• Over relying on volunteers is very risky• UMWA & Mama FM does not benefit from the young volunteers and yet they drain energy, effort and resource in training

As can be established from the table above, the challenges associated with young graduates far outweighs the strengths.

Fresh colleague graduates take a lot of energy to train and groom: While it is good for UMWA to recruit young graduates for Radio presentation, the approach requires changing. While they are available to offer their time, they have many challenges associated with them i.e. they lack capacity to handle specialized programmes, to do scientific research and analyse philosophical issues. They need an income for survival. They are a times out of touch with the target audience served by Mama FM, and yet the audience is more influenced by peers who they tend to trust.

Need for a paradigm shift in the calibre of volunteers working at Mama Fm: What Mama Fm requires are volunteers who add value to the organisation in terms of providing peer identity with the target audience and in providing technical support as explained under human resource above.

b) Social Marketing Strategy

UMWA developed a sustainability strategy for Mama Fm. Consultant's evaluators reviewed it and realised that it does not go far enough to guide an organisation such as UMWA to move from where it is today – in a situation of lack of resource to another level of generating and attracting resource to run the organisation. It has some good ideas on social marketing and the issue of defining a cause and focussing on a theme and an audience which are the main problems of UMWA and Mama FM face today. The strategy should be reviewed, and an in-put got from experts in resource mobilisation, social marketing, social entrepreneurship development and community media.

6. Equipment and Materials

Achievements

- Acquiring the radio equipment through the support of Norwegian Council for Africa (NCA)
- Mama has one of the 3 tallest radio masts in Kampala. They are proud of it. Before installing their own Mast, they were renting from Uganda Broadcasting Corporation
- It has a standby Generator of 11 KVA capacity and UPE of 7 KVA
- Mama has access to internet services coupled with an information bank. These are a main source of information to inform the programmes broadcast on air

Challenges

The running costs of Mama FM are very high. Apart from the rental bills to different government entities which amounts to over \$4000 per year, there are associated problems as explained below:

- Radio signal for Mama FM is poor – some listeners commented that even in Kisaasi – immediate neighbourhood of Mama do not get a clear signal
- Radio frequency of 101.7 is a problem to the listeners as most FM radio sets do not go beyond 100.
- High maintenance costs for the radio equipment i.e. Mama spends over \$ 2000 per month

- High electricity tariffs coupled with an unstable electricity power supply. Mama spends on average \$ 1450 per month on electricity bills alone
- Running and maintaining a Generator as an alternative source of power is equally expensive
- Internet services at times does not function well

7. Operating Environment

Policy Environment:

- The political climate is supportive in media development. Mama FM was in good professional working relationship with government. Mama FM invited on several occasions by the media council to participate in briefings and policy reviews.

Challenge:

- lack of legal guidelines for licensing and establishing community media in Uganda
- lack of Code of Conduct for the community media

Internal working environment:

- Mama FM has conducive working environment including good studios, a spacious conference hall, parking facilities and quiet.

3.9 Lessons Learnt

1. Setting up and running Mama FM was gradual process of learning on the job and it requires a lot of patience and learning from good practices elsewhere.
2. Mama requires to be a semi-autonomous organisation with its own Board of Directors
3. Need to build synergies between Mama FM with UMWA's other programmes such as "Other Voice, Get Smart and ROP" so that we have evidence based broadcasting
4. Radio equipment require maintenance per day. Train key staff on basic maintenance and then have technicians on stand by

4. CONCLUSION

1. Mama 101.7 FM, a radio project of Uganda Media Association, made tremendous progress in addressing women issues in a gender sensitive manner through radio broadcasting. It basically broadcast development information, which listeners say impacted on their lives positively.

2. Within 8 years of broadcasting, it succeeded in attracting a listenership which places it in the 23 position out of more than 50 radios in the central region. Getting this far has been a combination of hard work and technical support of women journalists and development partners such as NCA.

3. Mama FM is a radio on the wheels. Its evolving from a very mixed agenda of commercial cum community radio into a truly community media. This gradual process of development will guide it shape its vision, purpose and target audience, all of which are still hazy.

4. Mama FM was particularly successful in mobilising its audiences against domestic violence, to participate in general elections with a purpose, in empowering women to take up positions of leadership in the local council system among others. In addition it enhanced the capacity of upcoming journalist, and together with UMWA, over 300, are all are in employment elsewhere. It boosted UMWA's efforts in ensuring a positive portrayal of women in the media.

5. During the assessment, there were positive comments about Mama, especially its focus on development information which helped people in varied ways such as: ability to set up own business; improving agriculture; making Wills and regarding domestic violence as a serious issue. There were suggestions on areas that require urgent attention such as ensuring clear radio signals, having consistent schedules on air and maintaining entertainment and sports on the agenda.

6. Despite this progress there are a number of specific issues listed here that are also reflected in the recommendations section that follows.

- Issue of governance – where the growing Mama FM requires semi-autonomy from UMWA, its should have own governing body
- Programming: Where Mama is not yet recognised with a specific cause and has not yet built a strong support base within the communities

- Requires to come out as a truly community media with a focus on development information for a targeted audience with core primary themes of focus.
- Over reliance on young journalist as volunteers who leave any time after acquiring skills and experience. They leave Mama perpetually with few professional and committed staff to run its programmes.
- Funds to run MAMA FM are in short supply. Relied on donor funding, which is coming to an end 2008. This leaves UMWA and Mama FM vulnerable. It's also generates income from announcements and adverts but too little to sustain the radio.
- Mama FM made attempts to collect and also document information through reports. But, the quality of information was in short supply. Most documents reviewed lacked in depth analysis and consistent statistics. Although in the short-term qualitative anecdotal data may be a good indicator of behaviour and attitude change of listeners. In the long-term it is important that the programme can point to quantitative benchmarks and analytical qualitative information.

8. On the Technical side of Radio:

- Lack of clear radio signal, listeners find difficulty in tuning the radio
- Frequency 101.7 is not found on a number of radios sets
- Inconsistence of programme schedules on air
- Utility bills, rentals and maintenance costs are very high.

Mama FM made UMWA a powerful social-economic player in women emancipation.

5. **RECOMMENDATIONS**

At this point in time, I take the opportunity to thank the executive director and staff team for the devoted effort of bringing Mama FM this far with limited resources. Mama FM is an organisation on the wheel. It's evolving from its formation infancy stage 2000 – 2008 to a level of maturity of a fully fledged community media. It still has some huddles on the way, but with a clear vision, purpose and appropriate strategies will emerge a leader in the industry

1. **Governance**

Turn Mama FM into a true community radio with a clear vision, purpose and strategies. Requires defining clearly the interest geographical group it serves, target audience and core primary programmes of focus. At this stage Mama FM will require technical support from a professional in community media and radio programming. Clearly defined policy on volunteers, on approach to broadcasting is involving the targeted audience in programming and broadcasting

Transit into a semi-autonomous organisation with a governing Board (5-7 people) that bring in the relevant experiences and expertise i.e. representation from broadcasting, community media, targeted audiences, business etc. The Board should reflect the diversity of the community interests, set policy, be financially responsible and appoint a manager

Build a corporate image and a Brand through delivering quality services (reliable, professional, creative and relevant to the audience). Must build constituent support of audiences. It's the credibility arising from the listeners – that will then prompt advertisers and supporters to have second thought spending their money in advertising

Sustain momentum: UMWA and Mama Seem to have got a “burn out” effect in its operations. After rapid growth and a number achievements the morale has gone down in part because of dwindling resources. Mama requires anew breath of life to move to the next phase as a rejuvenated organisation. Long term commitment and coordinated efforts are necessary for institutional development.

Take lead in the process of developing licensing regulations and a national policy on community media in Uganda. This will involve bringing together other stakeholders including community media to work with the Media Council

Take lead in building a Network of community media in Uganda. It can serve as an effective medium for exchange of programmes, creation of national

news, and information programs. It can play a vital role in establishing professional codes of ethics, identifying training needs, and establishing training programmes. They can also serve as advocates for the sector, soliciting more funds for development. In addition they can also organise cultural events related to community media and or recognise good performance in the industry and gives Awards

Work towards financial sustainability: through re-packaging Mama FM as a community radio and fundraising with a renewed purpose.
Focus on social marketing as you build quality work and credibility in the market

2. Management

Carry out baseline study with clear indicators. Should regard the first part of Mama as phase one (2000 – 2008). Then collect credible data against selected indicators of performance as base data against which the next phase will be launched. Benchmark indicators and qualitative data with deep analysis is lacking in UMWA and Mama FM. There are reports and commissioned studies, which we thank Mama for.

Develop a monitoring system with indicators of performance: There are efforts in place through the various monitoring tools, but a systematic monitoring system is lacking.

Young professionals scheme: Have a scheme in place of training upcoming journalist through on-services hands on training package. The young professionals should pay a commitment fee towards this training, a certificate of attendance be offered after a defined period of time.

Use of Volunteers: Mama FM to continue using volunteers but with a different approach. Recruit some volunteers from among your targeted audiences as part of community involvement. But also seek expertise in volunteers from specialised organisations such as PUM from the Netherlands.

Ensure community participation in programming: Through Listeners and Fun Clubs among others, Strengthen local structures and process to identify community needs and interest that inform programming decisions and evaluate the effectiveness of programming

3. Services and Programmes

Require services of professional radio programmer with orientation in community media. Radio programming will go hand in hand with defining a purpose of existence, target audience among others in the 2nd phase of development. A lot of creativity will be needed in choosing programmes, content and engaging content. Involving the target audience in programming and broadcasting will be one major strategy.

Strengthen a research department:

Monitor listenership; Monitor at intervals the listenership of Mama FM to have concrete data. Have a professional in-put to facilitate collect reliable data

Research to quantify, analyse and draw conclusions regarding the performance and impact of Mama FM to inform advocacy work, potential donor assistance and business prospects

6. ANNEXE

The Graphs illustrate a listenership of Radios in Kampala and Central region where Mama FM is located. Graphs are for Western, Northern and Eastern Regions for comparison purposes. The Graphs are attached as a separate document to decrease on the bulkiness of the report. The graphs are from Steadman Media Group.