



RLDC
RURAL LIVELIHOOD
DEVELOPMENT COMPANY

**Commercial rural
radio program:
The emerging effective
means to improving
rural livelihoods**

– The case of INUKA







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List of Abbreviations

CC	Central Corridor
LGA	Local Government Authority
M4P	Making Markets Work for the Poor approach
RFA	Radio Free Africa
RLDC	Rural Livelihood Development Company
RLDP	Rural Livelihood Development Program
SMG	Sahara Media Group
SDC	Swiss Agency for Development and Cooperation
TMF	Tanzania Media Fund
TZS	Tanzania Shillings (Approximately 1 USD = 1600 TZS)





About The Rural Livelihood Development Programme (RLDP)

The Rural Livelihood Development Program (RLDP) is an initiative of the Swiss Government and supported through the Swiss Agency for Development and Cooperation (SDC). The focus of RLDP is the high rural poverty in the Central Corridor (CC)¹ of Tanzania which is manifested by very low incomes and frequent food shortages including lack of reliable/sustainable markets and employment. The program aims at making market systems work better for the welfare of rural producers applying the 'making markets for the poor' approach (M4P). The program is currently addressing market constraints in six sub-sectors; cotton, sunflower, dairy, rice, poultry and rural radio.

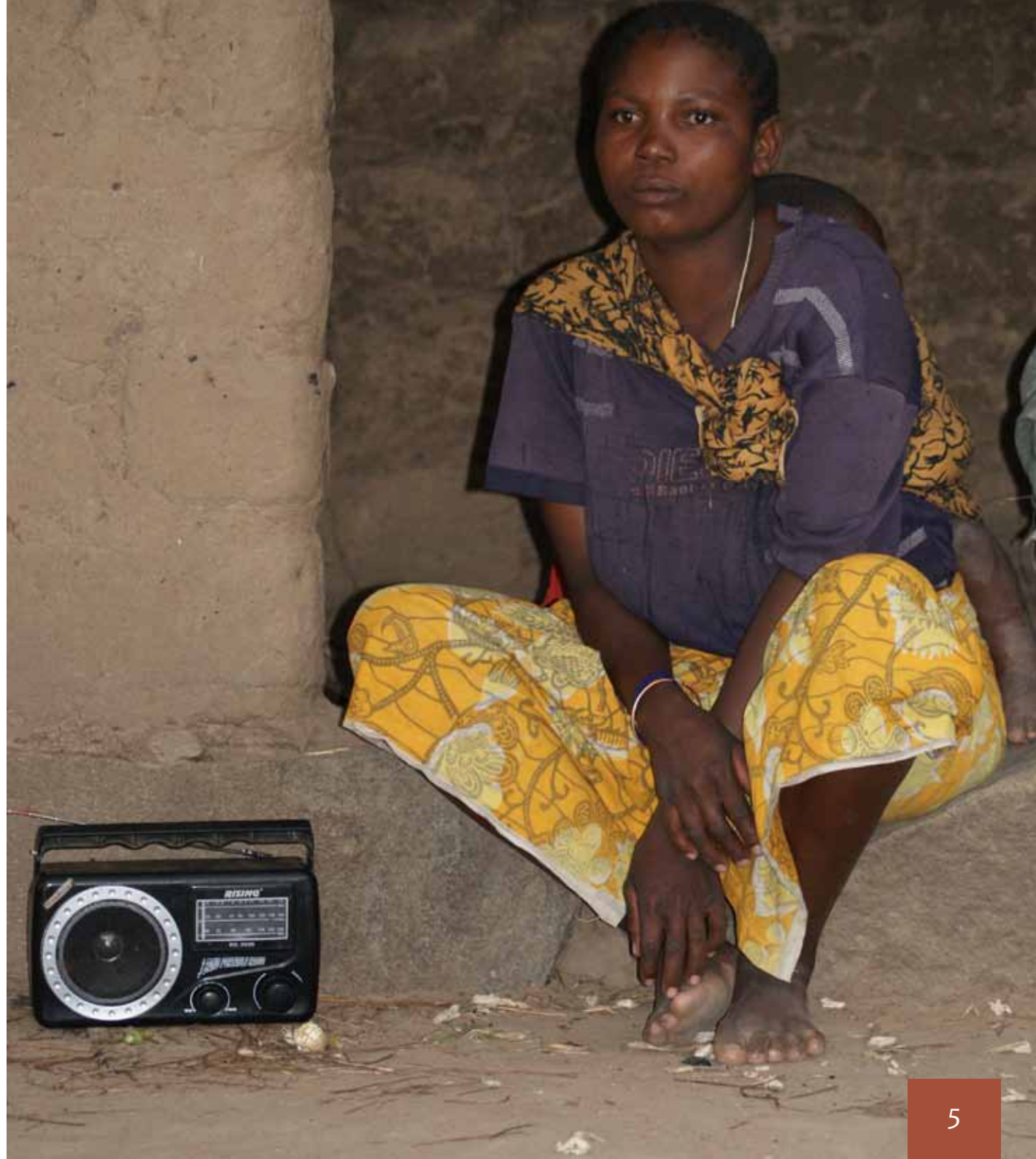
RLDP is jointly managed by two Swiss International NGOs, HELVETAS Swiss Intercooperation and Swisscontact. It is implemented through the Rural Livelihood Development Company (RLDC), a non-profit organization established in 2005.

¹ The CC of Tanzania comprises the following six Regions: Morogoro, Dodoma, Manyara, Singida, Tabora, Shinyanga

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Executive Summary

The Rural Livelihood Development Company (RLDC) has been engaged in the facilitation of a rural radio program called INUKA between March 2009 and May 2010. This publication intends to draw and share lessons learned during the implementation of the radio sub-sector interventions. The main objective of this capitalization of experience is to enable other facilitators understand the concept of commercial rural radio program and learn from the experience of RLDC. It therefore explains the implementation process, achievements and factors that influenced the impact of the intervention.

Prior to the introduction of the radio program, research was conducted by a media research company to determine the demand for a radio program addressing agricultural topics in the CC. Several conclusions were drawn including; the target population was receptive to the idea of learning different agricultural practices, radio was the most accessible media vehicle for the target market, and there was little competition in the rural radio industry. After the research, RLDC facilitated the development of the “INUKA” program by partnering with a commercial radio station (Radio Free Africa) and with media production consultants (FIT Tanzania) for capacity building. INUKA Radio program under RLDC support was aired on a weekly basis beginning in March of 2009 up to May 2010.

INUKA’s primary objective was to address the interests and needs of the rural producers in the CC. Capacity building of radio staff proved to be an essential element to overcome the shortage of tailored expertise on agriculture and rural related radio programming and marketing. Listeners gave a positive feedback about the informative content and the varied design of INUKA based on the “program clock”, including different segments of the program. The experience has also shown that it is easier to work with local content providers through a network of regional correspondents.





The end line survey (done by Synovate) shows that about 275,000 households were regular listeners of the INUKA radio program. Around 10% of these were able to directly benefit from the information provided by applying what they have learned from the radio program. The capitalization process revealed that although many were able to learn and benefit, it is difficult for farmers to implement new knowledge and practices without further assistance, whether in terms of training or financial assistance. Other factors that prevent a higher rate of beneficiaries include the control of the radio within households, low transmission quality, battery run radios, and diverse interests and needs of listeners.

A second main pillar of the intervention was its commercial aspect. The radio program aimed to attract advertisers and sponsors, who previously had no way of reaching the rural agricultural market, to achieve a level of financial sustainability. Several private companies responded to the incentive by placing advertisement during different program segments promoting their goods and services. However, a part of the sponsoring revenues came from organizations that are themselves donor-funded. Also, individual programs' cost accounting proved to be a difficult practice for the radio partner to adopt and thus it was unclear on how much funding is needed to create a model program and amount of income needed to sustain it. Nevertheless, the evidence shows that so far, the revenue streams cannot guarantee financial sustainability of the program.

The third aim of the project was to serve as a model for other programs and media houses and change their perception about the rural audience. There are several changes on the sub-sector level to which INUKA seems to have contributed, including; more radio stations are interested to air rural related radio programs and the segmented design ("program clock") inspired other radio and TV programs. However, it is still early to conclude on the complete impact of INUKA on the media industry and to claim plausible attribution.

Although the radio program continued after the end of RLDC support, its long term sustainability is put in jeopardy due to lack of enough income generated through advertisers and sponsors, the difficulty to retain staff capacities and the dependency of INUKA on donor funding. It was also noted that for such program to successfully continue, there must be a clear exit strategy during the support phase and perhaps a longer support period. However, lessons have been learned by RLDC, the production company, and other involved members; these could and should be rectified if other rural agriculture radio programs were to be started by any other interested stakeholder.

1. Introduction

Radio is the most effective communication channel to reach rural communities in Tanzania as more than 70% of rural households own and use a radio set. In contrast, other media like TV and print media have a far smaller potential outreach and are constrained by insufficient power supply and lack of accessibility. Print media mainly serve the urban population as their rural distribution systems are weak and thus relatively expensive. Television sets are not used on a wide scale due to inadequate power supply and high costs. To gain the most reach in rural communities it was therefore proposed to develop a radio program, which addressed the needs and interests of the rural population.

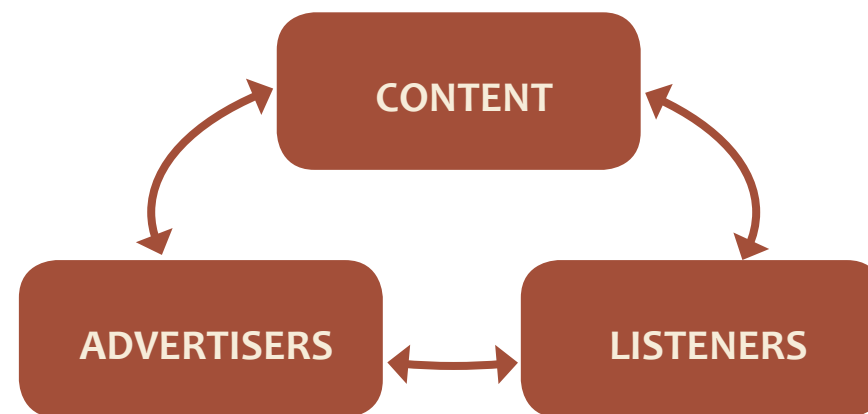
Beginning its second phase in 2008, RLDC aimed at substantially increasing its outreach to rural households. Radio seemed to be an appropriate service in addition to the services provided in the agricultural sub-sectors. A radio program providing information to rural producers, particularly small farmers, could significantly increase the number of individuals benefiting from RLDC activities, and simultaneously providing an essential support service in the sub-sectors RLDC is addressing. However it was realized that radio itself should become a sub-sector addressed by RLDC to help improve its functioning including; content innovation, skills, and capacity.

RLDC used therefore the same M4P² approach as in the other sub-sectors to facilitate the development of a commercial radio program for rural producers that could serve as a model for rural market development.

² M4P is a quite recent market development approach that aims at making sustainable changes in market systems through a facilitation role at three levels of the systems: core transactions between demand and supply, supporting functions and rules (business environment). Overview on M4P is presented in annex 2.

This document intends to draw and share lessons learned during the implementation of the radio sub-sector intervention. The main objective of this capitalization is to enable other facilitators and media houses understand the concept of commercial rural radio program and learn from the experience of RLDC.

2. The concept of commercial agricultural radio program



Successful commercial radio programs manage to balance the triangle of content, listenership, and advertisers/sponsors. Many radio stations have managed this for radio program targeting the urban market.

The radio program's content aims to be applicable to varying groups of listeners consequently attracting advertisers and sponsors to inform the listeners about their respective goods and services. The income from advertisers, who wish to advertise in certain segments of the program; and sponsors, who wish to advertise throughout the whole program, enables the radio stations to maintain the quality of the radio program and to sustain the program commercially.

The program aims to address the varying interests of its listeners in different segments. For example, dairy farmers will learn of new techniques from relevant content providers (ranches, research institutions, fellow successful farmers, etc.). As the radio programs reach the intended target market more advertisers and sponsors will be attracted. This advertisement and sponsorship will fund the continuity of the program and the balance between these levels will make the program successful and sustainable.

3. Opportunities and constraints in the radio sub-sector in Tanzania

On the level of the radio stations

For commercial programs on agriculture, it was found in the 2006 sub-sector assessment that most radio stations have not achieved a successful commercial rural radio program yet. On one side, clear opportunities were identified, such as:

- The national and unifying language of Swahili reduces the burden of segmenting the audience by language
- There are various training and research institutions and many individuals and organizations in the rural areas who have relevant knowledge and who are very willing to share their information and experience.
- Several advertisers and sponsors have been identified by the assessment to be willing to invest resources in programs that allow them to reach out to the large rural population for marketing products and services.

In spite of these undisputable opportunities, the assessment also found challenges:

- Some radio stations have failed to realize the opportunity that programs for agriculture offer and they rather like to compete in the usual radio programs favored in urban areas.

- Most stations lack the in house skills to develop and run innovative rural radio programs and there is an over-reliance on simple urban program formats such live chats and music entertainment
- Radio stations cannot rely on support services for program design and listener monitoring, only a few service providers offer basic services
- Although there are many sources of information that are relevant for the rural listeners, staff members of radio stations do not have the skills to tap into those sources.

On the level of the industry

The level of the radio industry development, according to the 2006 sub-sector assessment, was still very basic which is demonstrated by the following points:

- Even large radio stations have not organized their cost accounting based on major programs but rather for the entire company. They can therefore not tell how much individual programs cost and how much profit contribution they provide. Consequently entire program portfolios of radio stations are marketed and not specific shows.
- Advertisers and sponsors also allocate funds for a particular station and not based on individual programs although they do have an interest in advertising in programs that target segments for specific audiences. Hence, the companies that are keen on advertising to the rural, agricultural population in particular, do not yet have the possibility to do so in a specific program.
- Essential services for program research and design as well as monitoring of listeners are still basic, for example monitoring companies cannot provide listenership data for individual programs and thus support more segmented marketing.

A segmenting approach would increase the opportunities for the entire sub-sector:

- The advertising market would become wider and targeted to both urban and rural markets. It is expected that the advertising placed in specific radio programs would significantly increase as result of better segmentation.
- However radio stations would have to be less predictable and directed by advertiser and become more innovative in designing programs for the needs of their audience.

On the level of listeners

There are large opportunities for reaching out to rural communities through a radio program on agriculture:

- About 80% of the Tanzania's total population lives in the rural areas , most of them earn their livelihood in agriculture
- 78% of rural households own a radio set³
- FM and AM can be used in rural radio so that good coverage can be assured

The challenge for reaching out to the rural areas is the difficulty to come up with a radio program that is of interest and beneficial to almost everybody at all times.

4. Project objectives and interventions

4.1 Project Objectives

The main objective of the radio project was to test and demonstrate that a radio program for agriculture could provide information that responds to the needs of rural producers and small enterprises and be commercially viable at the same time.

³ Synovate baseline survey, 2009. Synovate is a private media research company that was contracted by RLDC during the INUKA radio Intervention to undertake monitoring of the radio program performance and give feedback to RFA and RLDC.

Specific objectives were present to facilitate the selected media house to attract new sponsors and advertisers and to improve their reach of the target audiences specifically in rural areas. The aim was to diversify information sources that add value to agricultural production and improve earning capacity for rural producers and small enterprises.

Apart from the demonstration effect that a radio program on agriculture can also be commercially viable, RLDC also wanted to make a contribution to bring changes on how the whole media sector works. This means the radio intervention by RLDC should influence other radio stations to change or improve practice:

- First, to use media research providers to demonstrate that individual programs attract large listenership
- Secondly, to introduce a marketing approach that focuses on individual programs, even segments of programs itself
- Thirdly, to use more participative approach in a program on agriculture in addition to making better use of rural information sources (participative in the sense that it includes different individuals in provision of information to the program).

4.2 . Design of intervention strategy and selection of project partners

RLDC decided to enter in partnership with one radio station that would be responsible for the development and implementation of the intended radio program. To identify the most appropriate partner, RLDC made its intentions known to the radio sub-sector in a workshop with various radio stations in December 2007 and invited radio stations to express their interest to partner with RLDC. Their expression was followed by short exploratory visits to the interested radio stations.

Radio Free Africa (RFA) in Mwanza was selected as partner for RLDC because of the fact that RFA had the highest outreach to the rural areas of Tanzania⁴, but also because RFA is a private radio station that wanted to further develop their competitive advantage in the rural areas and create a program that was attractive to advertisers and sponsors. RFA belongs to Sahara Media Group (SMG), which also owns other media such as Star TV, Kiss Fm, and Msanii Africa newspaper.

Second, RLDC aimed at strengthening the supporting services that would provide training and technical know-how to produce a rural radio program commercially. When RLDC started to look for service providers for building the capacity of RFA, it became apparent that existing service providers did not share the triangular concept put forth by RLDC and instead they wanted to produce entire programs for airing by RFA. RLDC therefore decided to involve a co-facilitator who had done similar projects in Kenya and Uganda and to partner up with Tanzania counterparts forming FIT Tanzania.

Third, RLDC intended to also develop the research services available to radio stations airing rural radio programs. Sponsors and advertisers make their decisions to advertise based on research results of independent media research companies. RLDC therefore considered it essential for the creation of a commercial radio program to contract the leading research house – Synovate – to conduct baseline and endline surveys that could be used for demonstrating the attractiveness of the radio program to advertisers and sponsors. Monthly listenership surveys and weekly listenership panels were also to be put in place for feedback on the radio program.

RLDC now had three partners; RFA as radio station to produce and air the radio program; FIT Tanzania – the co-facilitator – serving as trainers and educators about rural radio program production; and Synovate as media research house to track listenership and capture benefits acquired by farmers having listened to the radio program. After these three partners came on board, RLDC was

⁴ Based on the annual media survey of formerly Steadman Associates, now Synovate

then able to start on the implementation of the radio project which was named INUKA, meaning “rise up!”. The project implementation began in March 2009 and ended in May 2010.

4.3 Main project interventions

During the preparation phase of the project, the main activities included:



- Conducting a training needs analysis of RFA production and marketing staff by FIT
- Building capacity of production staff by FIT on program concept and design of ‘radio clock’ as structure of the radio program by RFA / FIT (see box below) development of crop calendar identifying the themes, format, and outline of the program.

Program clock

RFA and FIT Tanzania were responsible for the creation of the program. It was decided to use a pre-packaged program with several segments, using a program clock borrowed heavily from successful experiences in both Kenya and Uganda.

Swali la wiki (question of the week)

Mahojiano na mtaalam (interview with an expert)

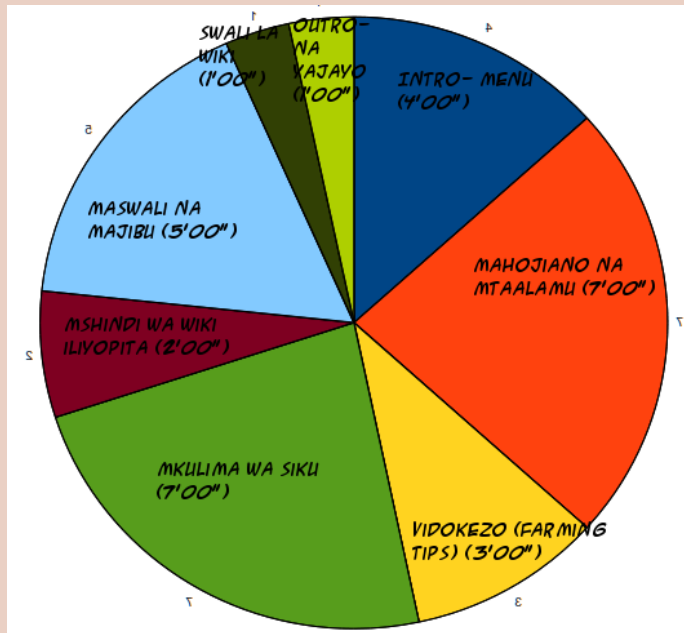
Vidokezo (farming tips – weather, prices, etc.)

Mkulima wa siku (farmer of the day)

Maswali na majibu (Q&A)

Mshindi wa swali lililopita (the winner of the previous question)

Yajayo (what will be in the next episode)



- Designing and testing of intended radio program
- Establishing 12 weeks rolling plan for radio program, considering the agricultural calendar
- Connecting to content providers through RLDC
- Upgrading field and production equipment for on air interaction (telephones, studio mixer, microphones, field audio recorders, laptops etc.)
- Conducting baseline of listeners (1200 respondents, in January 2009) and setting up monitoring system by Synovate
- Planning for promotion and launching of radio program

During the implementation phase of one year the main interventions were comprised of:

- Airing of INUKA radio program by RFA, one new episode per week repeated once (i.e. 60 episodes, with repeat altogether 120 transmissions). A list of topics covered can be found in annex 1.
- Collecting listener feedback by Synovate (weekly panels and monthly discussions)
- Facilitating use of feedback for improving INUKA content
- Building further capacity of production staff
- Providing additional contacts with content providers
- Building capacity of marketing staff by FIT
- Facilitating the linkage of marketing staff with advertisers and sponsors
- Organizing additional training of RFA regional correspondents on production of INUKA
- Conducting endline survey on listeners' level by Synovate (in June 2010), analyzing changes in relation to the baseline survey (1200 respondents).

5. Achievements

The following section summarizes the various achievements in regard to the radio program, listeners, and the sub-sector as a whole.

5.1 At the level of the radio program

Better performance of RFA production staff

The initial goal was to facilitate the media house to build stronger relationships with their existing and potential target audiences in the rural areas. Therefore, capacity had to be built within INUKA production team to gather, edit, and deliver relevant content responding to rural producers needs. The needs of rural producers were assessed in the initial 2006 RLDC sector assessment and the media survey done by the co-facilitator before initiating the radio program intervention. After training 10 production staff members (2 female and 8 male), the staff became committed, started collaborating more closely with the marketing department and a better way of working in RFA production team was witnessed as stated by the chief producer.



Samada Maduhu –
Chief Producer, INUKA Program RFA

“The initial trainings we received from the co-facilitator FIT were very interesting and helpful, particularly developing the program clock, the calendar, feature making and packaging for the program, designing and learning how to go to interact, record, and deliver programs targeting small producers in rural areas.”

Emmanuel Michael,
RFA regional correspondent - Singida

“I am a regional correspondent for SMG since the year 2000. When INUKA program started, its production team from Mwanza used to come here to Singida and we went to the field together to gather content. For example, to cover the topic of sunflower farming, I went together with the Chief Producer of INUKA as well as a District Extension officer to Mukulu Village (Iramba District) to interview farmers. Since I have received training from RFA, I am now going to the field without the producers from Mwanza.”



Innovative program design and useful content

The vision was to create an interactive program that allowed the two-way flow of information, questions, answers between the program and the farmers. While in some episodes live interventions in the studio and over the phone were achieved, but more often than not answers to arising questions were given only in the following week’s episode.

Despite the one week delay in answers, listeners gave a positive feedback about the informative content and the varied design of INUKA based on the program clock, including different segments of the program. According to the endline survey, 44% of listeners like the general educative nature of the program. On the other hand, 31% dislike the sponsors’ advertisements and 22% complain that time is short.



Ramadhan Kisuto,
farmer – Mukulu Village, Iramba – Singida

“My favorite part of INUKA is the phone call or recorded interview with a farmer. I remember the INUKA Program in which farmers from my village talked about agriculture and chicken keeping. From that program, I learned about chicken rearing methods and about planting in lines.”

Listeners from Kyengege Village, Iramba – Singida:

Daudi Samson,
Farmer

“I prefer to listen to an expert during the program rather than fellow farmers. This is due to the fact that most of us farmers are hindered by the same problems and it is only the experts who will assist us to address those constraints.”



Agness Mbuli,
Village extension volunteer

“My favorite spot during the program is interviews with farmers and experts. The weather forecast is also very helpful. But if the program would provide seasonal weather forecast it would be good also. If we get to know when the seasonal rains will start and when they are expected to stop, we could plan our cultivation better.”

Mr. “Chai Chungu”,
farmer, Mwanzugi Village, Igunga – Tabora



“Initially I used to get information about agriculture from farmers around me and my neighbor. We used to visit each other and teach each other what we know. But now I listen to INUKA radio program and all the things I heard I know they are true since I have tried them and I see the results”

Advertisers and commercialization aspect

During the project implementation phase, RFA managed to acquire three spot advertisers for INUKA program (Pannar Seed Ltd, Suba Agro-Trading & Engineering Co. Ltd, and Vodacom Tanzania Ltd) and one program sponsor (Kickstart International). Pannar Seed and Suba Agro are agricultural inputs companies advertising various agricultural inputs products, including improved seeds and agricultural chemicals. Vodacom is a mobile phone company promoting its mobile money transfer product, M-PESA and Kickstart is an irrigation technologies company promoting its small scale irrigation pumps. In total the advertisement and sponsorship was worth TZS 99 Mil from March 2009 until May 2010 (source: RFA).

Six months after RLDC exit from the project, RFA has managed to maintain the inflow of funds from advertisers into the program. There has been a little increase in the number of advertisers (Mocrops Ltd, Tigo MIC Tanzania Ltd), as well as continuation by some of those who advertised during the time of RLDC’s support.

However, most of these advertisers’ spots do not appear only in INUKA, but also in other programs of RFA. Hence, the segmentation strategy did not work out as planned. Also, since the planned cost calculation per program

did not materialize, there are not reliable figures about cost coverage by commercial revenues. More challenges on commercialization are analyzed in section 6.3.

Another achievement in the area of securing external support was the integration of INUKA into the Tanzania Media Fund (TMF) Twaweza initiative. Twaweza is a donor-funded project aimed at stimulating changes farmers' level in the fields of health, water and education by channeling information through existing programs. Apart from providing the ideas, TMF offers some support in terms of production costs. With the popularity of INUKA amongst rural population, it was selected into the TMF Twaweza initiative among 23 other SMG programs.

5.2 At the level of listeners

Access to information & appreciation of the radio program

Radio has continued being an important source of information to farmers; about half of the farmers interviewed by Synovate during INUKA endline survey give radio as a source of agricultural information, 80% of farmers view radio as an important channel for passing information to rural households. Contrarily, agriculture extension workers as a source of information have dropped significantly from 60% in January 2009 (baseline) to 45% in June 2010 (endline). With fewer farmers receiving information from agricultural extension workers, alternative sources of information, like rural radio, are particularly useful and needed.

The endline survey also indicated that listeners appreciate the program. When asked about how they rate the program, 77% of the listeners want the program to continue and 78% appreciated the easiness of the language used in its presentation. These results indicate that the program has achieved its objective of providing relevant information to producers.



Magolanga Makayula,

a farmer from Chibe Village, Shinyanga Municipal - Shinyanga



“I cultivate Sorghum, Maize and Rice and keep some livestock. In 2009 some people who were planning to start the radio program (INUKA) came to get advice about what information we needed to hear. That’s how I first knew about the program. I am still listening to INUKA up to now and find it useful. Because I keep livestock, the episodes that attract me the most in INUKA are those about livestock keeping, markets and market prices. I still remember the episodes which covered poultry keeping and cattle rearing. After listening to the poultry keeping program, I now vaccinate and treat my chicken and those of my neighbors. Since then, the mortality rate has decreased. I haven’t yet built a modern chicken house to keep them in confined cage, but I have plans on doing so in the future.

Although the program is very interesting, it is very short. It only gives guides and the farmer sometimes has to follow up with the extension officer.”

Change of practices and improvement of livelihoods

According to the endline survey, 275,000 HH in the CC had listened to the program within the past seven days prior to the survey. However, in order to change practices and improve livelihoods, the information heard on the radio has to be applied. Therefore, according to an RLDC calculation the number of actual beneficiaries is estimated at 35,000 HH of which 27,500 HH are active in the sub-sectors supported by RLDC (cotton, poultry, sunflower, dairy and rice). INUKA provided them with technical agricultural information which contributed to increase their farming skills, techniques and ultimately output.

Ramadhan Mohamed,

farmer and livestock keeper, Mangua Village, Singida



“I keep a small amount of chicken, mostly for personal consumption and few for sales also. I remember hearing something about chicken rearing on INUKA radio program, especially about feed, chicken houses and separating hens and chicks. After listening, I think all this is important and I started keeping hens and chicks somewhat separated.”

According to the responses provided in the endline survey, the benefits from applying what has been learned through INUKA are improved harvest (quantity and quality) for crop producers (rice, cotton, sunflower); increased production and less diseases for livestock keepers (dairy, poultry); and increased income and improved livelihood for both crop and livestock producers’ households.

The endline survey results also show that listeners of INUKA are significantly more engaged in sale of cash crops than non-listeners (51% against 31%). This could mean either that the program has encouraged farmers to sell cash crops or that those already involved in this business are more likely to listen to the program. Either way, it implies that the program has potential in linking farmers with various agricultural markets countrywide and that the ‘agricultural market information’ segment is useful.

Ramadhan Kisuto*Mukulu Village, Iramba - Singida*

“Something very useful that I heard in INUKA program is the information on prices of sunflower and maize. One day I learned that in Singida Town sunflower grain bags are weighed and farmers are paid a good price per kilogram. Here in the village, where I used to sell, buyers pay a price for the entire bag without weighing. I realized that I could earn almost three times more by selling in town. So together with some other farmers, we started taking our bags to the selling point in Singida. Although the transport is expensive (2000 TZS per bag), we still get a better income now than before. I spend the additional revenue on school fees for my children, house improvements and to buy seeds.”

Besides the sales of cash crops, the endline survey found the following statistically significant differences between INUKA listeners and non-listeners:

-
- There is a higher proportion of listeners who report an increase in income compared to non-listeners despite a general decline in incomes
- Children of listeners are less likely to miss school as a result of not paying school fees compared to those of non-listeners
- Listeners recorded a higher incidence of using all improved seeds as well as fertilizer for any crop than non-listeners.
- Listeners are more likely to use oxen in land preparation than non-listeners
- Listeners are more likely to have heard of organic farming than non-listeners

Again, this could mean that the program leads to improved livelihoods or that producer with more resources are more likely to listen to the program. The endline survey was done just after the one year RLDC support of the program ended. The findings suggest that a rural radio program like INUKA can contribute to better farm practices and increased income. However, it is still early to report the explicit impact of the program.

A more qualitative analysis of how the radio program influenced livelihoods of listeners and how it affects them could be improved is done in the analysis section 6.5.

5.3 At sub-sector level

INUKA influenced other programs within SMG and raised interest more widely at the level of the whole radio sub-sector, as explained by INUKA chief producer Samada Maduhu.

“I think INUKA has had some impact on the media sub-sector. The segmented design, which we call “program clock”, inspired other radio and TV programs of SMG. Also, we now see more SMG producers going to the field than before. While the Tanzania Broadcasting Corporation (TBC) already had rural radio programs before INUKA, they have now partially changed their format to include two to three segments. Before, there was only one expert explaining. I also received inquiries about INUKA from “Ebony FM”, a radio station from Iringa interested in introducing a similar program, and experts from the Ministry of Agriculture, researching INUKA for their Master’s theses.”

A study conducted by Global Associates in 2010 showed two more changes at sub-sector level to which INUKA seems to have contributed. First, more radio stations are interested to air rural related radio programs compared to the only two radio stations who expressed interest to RLDC in 2007/08. The reason is mainly that the urban, entertainment-related market is oversaturated. The rural audience, on the other hand, is emerging as the largest market and quickly growing. The INUKA project has contributed to illustrate that rural radio programs need not to be aired by public radio stations, but that commercial stations like RFA are able to reach out to the rural audience.

The Managing Director of Global Associates, Joel Mwakitalu, also raised a second trend in the radio sub-sector. Commercial stations have realized the

benefits of collaborating with development program partners, which was not the case a few years before. The reasons being, the access to technical expert assistance and equipments, of which they could not afford by themselves, can now be accessed. On the other hand, the media houses try to position themselves in the market competition by portraying to be development oriented. INUKA has contributed to this shift through the demonstration effect of the collaboration between RFA and RLDC.

In 2011, TBC has started broadcasting a radio program that resembles INUKA in both its segmented structure and agricultural content, called “Teknolojia na kilimo”. However, for the complete impact of INUKA to the media industry to be established, a comprehensive study should be done after certain period of time so as to create plausible attribution.

6. Analysis

RLDC has gained a great deal of experience through the implementation of the radio project; this has resulted in lessons learnt for the future. Several essential issues are highlighted and analysed below.

6.1 Capacity building and co-facilitation

Capacity building to the RFA marketing and production teams was among the core activities agreed to be undertaken by the co-facilitator. It consisted of both technical training in marketing and production and of the acquisition of technical equipments meant to increase the ease of RFA to gather and process content and air the program. FIT Tanzania conducted a training needs assessment for RFA at the initial stages of the project. This was crucial for addressing skills gaps that were necessary for the success of the radio program. Also, the physical presence of one expert from FIT Tanzania in RFA Offices in Mwanza for capacity building was very beneficial. Before the project, RFA has never had in-house training arrangement which had been

limiting opportunities for continuous professional development. Capacity building initiatives for INUKA radio program played a key role in shaping and strengthening the uptake of RFA team. The skills acquired during production and marketing trainings as well as acquisition of program recording equipments have definitely developed the capacity of RFA to produce, transmit and market INUKA. A witnessed desire to design a segmented program like INUKA was not present before. The marketing culture has also shifted to into selling program spots instead of airtime.

Although the co-facilitator’s capacity, experience and role in training and coaching are well appreciated by the RFA staff, they also wish they had more time to learn and practice together to improve their capacity even more. One reason which led to this shortcoming was the disintegration of the co-facilitator FIT Tanzania. During the selection process, RLDC took deliberate efforts to attach individual competent consultants to the Nairobi-based firm FIT Resources for the sake of building local capacity throughout the intervention period from March 2009 through May 2010. However these efforts failed and the local consultants left before matching interest and operational mechanisms within the firm. Hence, for a good part of the project period, the co-facilitator was geographically far away and not able to adequately react to any further capacity building needs. It also meant that Tanzania still faces shortage of local capacity for co-facilitation of such interventions. There are, however, individual consultants with accumulated experience and relevant skill but would need more institutional restructuring and awareness to be able to competitively undertake such assignments.

Furthermore, despite positive impacts of capacity building, outstanding challenges remain. Comparatively, the production department took further action after the trainings and applied more of what they learned than the marketing department. The marketing orientation of RFA remains to be more reactive to customer needs than proactive approaches that would mean developing packages that would attract advertisers and sponsors for a specific program like INUKA, as witnesses by the Marketing Manager.

Andrew Ole Ngeseyan,
Marketing Manager, SMG

“We work for the marketing of all programs and outlets of SMG, including Star TV and RFA. Our marketing team is split between Dar es Salaam and Mwanza, which allows us to be close to a wide range of advertisers and sponsors. As part of the INUKA project with RLDC we have received training on marketing by FIT, particularly how to approach potential advertisers, to conclude a deal and to follow up. The trainings were good and useful beyond the INUKA program. However, some of the trained staff members have left the company. Also, we have not been able to apply all what we have learned in these trainings. The common practice is that private companies and organizations approach us with their interest to advertise in or sponsor parts of INUKA; we then propose them slots for their spots during the INUKA program as well as in other programs.”

With all the capacity developed and adopted, a major challenge relates to retaining capacity within RFA or SMG. With staff reshuffling within SMG, the INUKA loses the experience brought by previous employees. Tendencies of RFA staff leaving the group is far more jeopardizing the in-house capacity developed over the period. Efforts need to be taken at RFA to retain the skilled staff as well transferring the knowledge to many more staff within RFA. Sustainable in-house capacity building programs need to be developed for further capacity development and preserving the already acquired skills both from the INUKA intervention as well as other sources.

For most of the Tanzania media houses, there is shortage of tailored expertise on agriculture and rural related programming and marketing. To develop a successful, sustainable, commercially viable rural radio program, it is necessary to assess the skills gap of the media house to design, gather contents, produce, air, and market the program; this will help in deciding what type of capacity building is required. It is also important to design cost effective means of capacity building for it is evident that, if not well planned, capacity building could be very expensive.

6.2 Content providers and content acquisition

The content providers for INUKA program can be broadly categorized into those who come from the local or “micro” level and those who are national or “macro” level actors. The first are comprised of farmers, lead farmers, agro-processors, crop buyers, agro dealers and local government authority (LGA) officials like extension officers and district agricultural officers. At the macro level, there are content providers such as professionals from government ministries, independent agricultural/rural consultants and various institutions like academic and research institutions. Initially, it was planned to work mostly with the macro type content providers, based on the assumption that they would be motivated to make an effort for sharing the information they hold for free. However, most of these content providers are located far away from Mwanza and did not see the potential benefits of their participation in terms of publicity and business growth. Hence, they were not willing to shoulder the costs for going to the studio for interviews. So in order to gather content, RFA had to either pay for bringing the content providers to the studio or to send INUKA producers to the field. Therefore, gathering content resulted to be expensive for RFA, as confirmed by both by Research and Planning Manager Nathan Lwehabura and Marketing Manager, Andrew Ole Ngeseyan.

INUKA Chief Producer, Samada Maduhu, mentioned three ways in which they try to reduce content gathering costs. First, they record answers from content providers instead of having them live on air. Second, they intend to engage more content providers in the vicinity of Mwanza, including the Regional Commissioner and District Commissioners. Lastly, they work increasingly with their regional correspondents. INUKA project funds were reallocated for training of these regional correspondents after other project activities had been cancelled (roadshows, workshops with potential advertisers).

The model of using regional correspondents works well although the correspondents need to be empowered more technically. Some of the

correspondents are full-time employees of RFA and some work as freelancers, thus selling contents to RFA when they record. The model's suitability was testified by two regional correspondents from Shinyanga and Singida regions.

Emmanuel Michael,

RFA Regional Correspondent, Singida

“Since I received training from RFA I now go to the field without the producers from Mwanza. I continuously cover the issue of commodity prices here in Singida and from time to time, I also receive the assignment to do some more in-depth research on specific topics. For these assignments I usually identify the villages to visit with the help of LGA extension officers, with whom I have a good communication. Content providers such as LGA extension officers have never asked me for allowance or any other kind of payment for their content contribution and time. The feedback I heard from farmers about INUKA during my visits in villages is very positive.”

Alley Shaaban,

RFA Regional Correspondent, Shinyanga

“Although I started gathering content for RFA in 2000, I never had the skills or the capacity to cover agriculture related content. After the one week training we had under the INUKA project, I now know how to develop good agriculture scripts, approach the farmers, interview them and package the contents. I also cover more issues on agriculture and use them also for evening news segments in Star TV. The only challenge I am facing is the lack of modern field recorders which RFA has promised to provide us in a near future.”



The use of regional correspondents appears to be an effective way for gathering information for any radio program as it has many advantages. Their proximity to target groups like LGAs and farmers makes the exercise more cost and time

effective and also increases the likelihood of gathering relevant content due to close communication and feedback loop.

For those private sector content providers who agree to participate in INUKA, the program can be useful in creating new business opportunities. This seems to be more relevant for the local or “micro” type of content providers, who are close to the target audience. An example of this business case for content provision is given by an agro-dealer in Singida who acknowledged his agricultural inputs business improved after his participation in INUKA program. This example shows that in order to ensure smooth participation of content providers in any radio program, sensitization on the importance and benefits of radio program to their endeavors is very crucial.

Omary H. Mughenyi

– Agro-Vet Shop owner, Singida

“In my opinion, rural radio programs like INUKA are beneficial in two ways: First, they make farmers more aware about what seeds and other inputs to buy in order to improve their production. And second, they create business opportunities for shops like mine.

I listened to the program episode, in which my interview was aired, and also received good feedback about it. I noticed an increase of number of clients after the program: About 10 to 20 farmers, who came for the first time, heard about my shop because of this interview.

Given this publicity opportunity, I have of course not asked for any payment for the interview. If I had to go to a more remote place to appear in a program like INUKA, I would even be willing to pay for transport.”



Another lesson learned is that the flexibility of the INUKA project was essential for finding a more appropriate system of content gathering. Changes to use regional correspondents to gather INUKA content, re-allocation of “roadshow” budget to purchase more field recording devices, shows how the whole intervention had room for flexibility and thus producing desired results while taking into account the changing scenarios in the intervention. It allowed the incorporation and funding of new activities which were not envisioned at the commencement of the project; and to deal with the challenges that existed during the project time.

6.3 Commercialization and cost effectiveness

Commercialization of the INUKA radio program

The commercial aspect of the INUKA rural radio program was the cornerstone of the intervention since its inception. Despite this, some stakeholders continued to see INUKA mainly as a subsidized project, especially in the higher management level of RFA. The INUKA project put an emphasis on marketing through the work of the co-facilitator. However, marketing initiatives such as advertisers/sponsors workshops failed, because efforts were not made to attract private companies to such formats. Also, despite the trainings on proactive marketing techniques received by staff of the marketing departments in Dar es Salaam and Mwanza, they relied primarily on potential advertisers/sponsors approaching them instead of taking the own initiative to target specific companies. Those interested in advertising in INUKA were proposed slots not only within the program but also in other programs of RFA.

The advertisements were not always appreciated from the side of the INUKA listeners; according to the endline survey, many respondents indicated to dislike the advertisements. It would therefore be beneficial that the spots are at the beginning or at the end of the radio episode; if not, they should be well announced by the presenter. The response may also be a sign of the listeners not being used to commercial radio.

According to the marketing managers, the primary reasons for interest in advertising in or sponsoring INUKA was the program’s high numbers of listeners. This shows that the efforts to increase listenership are important for the commercial aspect of the radio program to increase revenue. INUKA is positioned well because of the large coverage area (nation-wide). The project has also tried to increase listenership with a range of marketing instruments (stickers, banners, pens, spots on RFA, spots on Star TV, spots in print media, etc.) with mixed results. Actually, most of the interviewed listeners reported to have found out about INUKA just by coincidence while listening to RFA. Also, road shows were planned in order to raise attention among listeners but were not carried out because of low signal strength in the targeted areas.

During this capitalization of experience exercise, it was difficult to get testimonies from sponsors and advertisers as to the usefulness of the radio program into their enterprise development. This can partly be attributed to the RFA marketing team who did not keep track of such information. Also, RLDC facilitation did not directly involve sponsors and advertisers and thus missed an important link for ensuring the success of the program model.

Hamza Msuya,

Operations Manager – Suba Agro

“We are an agricultural input supplier company. Our main target group is the small scale farmers who need the right supplies and information to increase their productivity. INUKA is an avenue to get our message to the farmers about the products we have for them.”

Private sub-sector advertisers that have placed spots in INUKA come from both the traditional agricultural domains (companies such as Suba Agro, Pannar Seeds and Mocrops) and financial and telecom domains (Vodacom M-Pesa, Tigo). However, a part of the sponsoring revenues come from organizations

that are themselves (partly) donor-funded. This was the case of Kickstart (short term sponsoring during project implementation) and Twaweza (longer term sponsoring starting after RLDC exit).

Hence, while a part of the revenue generated by INUKA comes now from commercial sources, it still remains dependent on donor funds. Moreover, both the marketing manager in Dar es Salaam as well as the one in Mwanza stated that advertisement and sponsoring does not cover all the running costs of the program. They were not able to provide an exact figure because RFA does not calculate profits for each individual program.

Andrew Ole Ngeseyan,
Marketing Manager, SMG

“We do not calculate profit on a program basis at RFA, but I am quite sure that despite the interest of advertisers, only about 60% of the running costs of INUKA are covered by spots revenue. If it is to continue in the long run, it’s because of our positive attitude and belief in it. The Chief Producer of INUKA has been crucial for the success of INUKA. He often approaches us when he travels outside Mwanza in order to know if we need to know anything from potential or existing advertisers. INUKA also showed us that it is possible for us to air programs with developmental content and we would like to do more of that in the future.”

The lesson is that INUKA was able to prove to a certain extent that rural radio can be attractive for private sub-sector advertisers. However, these revenue streams cannot guarantee financial sustainability of the program and are (still) far from being profit-generating.

Cost effectiveness of the INUKA project

The production costs of INKUA are not clearly known, and the co-facilitator should have helped determine these costs but it has not happened. Several

stakeholders consulted during this capitalization of experience exercise think that the costs of INUKA radio program were and are very high. Of course, the costs have to be put in perspective with the benefits. These can be found on the one hand at the radio station’s level (revenues received from advertisers/sponsors, improved staff capacities, additional benefits such as opening doors for rural stakeholders and development partners). On the other hand, benefits go beyond the radio station and include direct potential livelihoods improvements of farmers and indirect livelihoods improvements by independent replication by other radio stations.

Although difficult to quantify, this list of benefits gives an impression that the high initial investments made by RFA and RLDC can be justified. Many of the investments were startup costs for the radio program and those supplies can be used on multiple programs. However, it would be more cost effective for facilitators like RLDC to diversify between several stations to reduce risk and use funding in capacity building activities for several beneficiaries.

6.4 Continuous monitoring and research

INUKA embarked on continuous monitoring and research as a pillar of the program since its foundation. Weekly listenership panels and monthly focus group discussions were devised to get feedback and information from listeners on how to improve the program. The information collected continuously by Synovate was relayed back to RFA and RLDC as facilitator.

The comprehensive monitoring and research component directly resulted in the successful implementation of the program. As the Chief Producer explained in his testimony, monitoring was and remains useful for facilitating the right content into the program

Samada Maduhu*Chief Producer, INUKA Program RFA*

“The feedback mechanism was so useful during the implementation phase of the project. Information gathered by Synovate (through monthly listenership panels and weekly discussions) and our own internal means of feedback line SMS were really crucial. The co-facilitator assisted us in the way forward with the information that we received. Nowadays we do not have such services anymore. We rely on feedback of SMS from our listeners.

The monitoring done by Synovate as part of INUKA project was useful for us. Some examples of how we used the feedback are the following:

- **Weather forecast:** The farmers complained that the official forecasts are not true. So at INUKA we try to present them in a way that is geographically specific and adapted to farmers needs. The feedback showed that farmers appreciate this.
- **Market prices:** After receiving negative feedback from farmers about accuracy of the commodity prices we air in INUKA, we changed our research strategy by diversifying our sources.
- **Signal strength:** Synovate’s research showed that RFA signal is low in a number of regions. We reacted to that by introducing boosters and transmitters in the affected areas.”

According to the INUKA chief producer, after the end of RLDC support in May 2010, RFA does not engage anymore in receiving or paying for monitoring services specifically for the program. This might be caused by relatively high costs involved in availing such services. But also, RFA does not seem to consider the monitoring function very valuable given that only a part of the available monitoring information was actually used. In particular, contrary to the

initial assumption, the information was not often used for commercialization purposes due to the lack of a segmented marketing strategy.

6.5 Effectiveness for livelihood improvements

In the achievements chapter, evidence shows that the radio program was useful in improving rural livelihoods. However among regular listeners of 275,000; the numbers of individuals who practiced and benefited from the content in five RLDC focus sub-sectors are estimated to 27,500HH, about 10% based on the endline survey. Interviews with listeners give an insight in some factors that determine who is able to improve the livelihoods as a result of listening to the radio program.

Relevance of the content

To implement the information heard on the radio, the listener has to find the content useful and relevant. The INUKA program fulfilled this basic condition by adopting the agricultural calendar as the main guiding tool for determining the topic of each episode. In this way, the timely airing of relevant information was ensured.

Interviews further revealed that in most instances, individual farmers who benefited from the program are the ones who heard tips and information on the program that were relevant in their field of practice, be it crops or livestock. Since they are already used to the production and sales processes, they are more likely use the information that is aired. Such a case is Ramadhan Kisuto from Mukulu Village whose testimony is presented in the achievement chapter of this document; market information heard on INUKA program helped him selling his sunflower products at a higher price.

Conversely, it is difficult to raise interest and encourage practice of tips about products that are new to the listener. In this sense, the nation-wide outreach of INUKA program decreases its potential relevance since the content cannot be easily adapted to the farm production prevailing in specific geographic areas.

**Eliud Kitila, Mukulu Village,
Iramba – Singida**

“I am interested in dairy. I hardly hear any dairy information in the program. This makes me an on-and-off listener of the program”



Further assistance

Despite the above findings, the radio program is instrumental in sparking interest of the rural producers into other sub-sectors. However it is difficult for farmers to practice what they hear on the radio program without complementary assistance. In cases when an episode stimulates the listener’s interest in another sub sub-sector, the adoption happens usually with further assistance, such as an extension officer.

**Saada Kapongo,
Farmer in Mwanzugi Village, Igunga – Tabora**

“I have been farming here since 20 years. We use simple irrigation on paddy farming and thus we cannot wait for rain. We build trenches and pour water so it can go to our crops. We used to get visitors from agricultural officers from Kilimanjaro Agricultural Training Centre in Moshi before INUKA program came on air in 2009. The experts taught us paddy cultivation techniques and gave us farming tips in groups and then took us to the farm to do demonstrations of what we learned. Now I listen to INUKA and apply what is advised on paddy episodes.



After hearing an INUKA episode on dairy, I also became interested in keeping dairy cows. Shortly after that, the Heifer project came into our village and I joined their program that allowed me to purchase a cow through a loan. From the INUKA radio program, I had received information about how to feed my cow so it can produce more milk, how to treat and milk it, prepare water and ensure they are healthy. I have even started to buy materials to build a cow shed. From the milk sales, I was able to get TZS 249,000 in just 45 days!”

Hence, in Mwanzugi village where Saada Kapongo resides (above testimony), the effectiveness was a result of further assistance she got from other actors, being practicing paddy farming before and the farmers being pro active in learning and finding information on the concerned crop.

In this context it is important to note that in some villages the information from the program was directly useful because of the role played by extension officers. Several farmers mentioned that they tend to crosscheck the information received from the radio program with their extension workers. The program is also of use in updating these officers with the latest prices, farming tips, and weather news.

Listenership behaviour

Considering the very nature of the media involved, listenership habits in rural areas bears another challenge in being effective in livelihood improvement. In fact, rural producers do not listen to a program they do not know. With low level of curiosity, there are plenty of farmers who did not bear any interest to INUKA program simply because they do not listen to just any radio program. A random assessment that was done by RLDC revealed three things; that many farmers did not know the program, others knew it and paid no attention, and others knew an agricultural program, its content, its time but not the name.

Access to and control over the radio

Radio access can be limited for the target audience due to lack of batteries for the radios and also the control of the radio. In rural households men predominantly have control over the radio sets and batteries, decreasing the likelihood that women will also hear the radio program. This has been verified through a Synovate study on the program.

Lessons for increasing effectiveness

The following are further suggestions of what can be done to improve the effectiveness of radio program in improving rural livelihoods; Further assistance to farmers to apply the content provided by the program on the radio could take various forms. Collaboration with LGA/extension workers for further assistance should be sought to complement the radio program. Village, ward and district extension officers could be partly involved in content provision to the program and in return assisting the farmers, under close supervision, to practice what was advised in the radio program. Consultancy can also be provided by a project to facilitate farmers of certain areas to apply better what they heard on the radio program. Moreover, several farmers suggest a way of documenting the whole program or lessons of the program in a journal that can be bought by farmers for the record and revision. One farmer in Chibe village – Shinyanga explicitly mentioned he would be willing to purchase it at the price of a normal newspaper.

The relevance of the content could be improved by working with community radios, which are able to adapt the information aired to the prevailing livelihood sources in the corresponding geographical area. This would, however, have consequences in the number of farmers reached by one radio program.

The obstacles concerning access and control over the radio set and the batteries should be taken into account. Since there appears to be a strong gender aspect in this question, RLDC decided to design a new intervention on a women rural radio program that aims to increase women access to radios and information.

7. Sustainability

The concept of INUKA stipulates that the commercial aspect will ensure sustainability of the radio program. While this predisposition puts INUKA definitively in an advantage as opposed to donor-funded programs, to date, its financial sustainability is not ensured by commercial sources, as discussed in the analysis section 6.3 on commercialization and cost effectiveness (see also testimonial of marketing manager, Mwanza). Lack of incentive and awareness to the benefits of participating or contributing to INUKA program by most content providers has pushed costs of producing INUKA program higher. This means the sustainability of the program in long run might be in jeopardy.

Another important aspect for sustainability is the retention of the capacity built among staff. According to the chief producer of INUKA, the dependency on his knowledge presents a challenge for the sustainability of the program. Also, in the case of INUKA, the transfer of knowledge to build local expertise for co-facilitation has not materialized; there was minimal collaboration between FIT personnel and local counterparts who were supposed to learn the skills.

Also, sustainability will depend on whether INUKA will continue to manage the balance between listeners' and advertisers' needs by airing content that is appreciated by both groups. As explained by the chief producer of INUKA, diverging needs/requests of listeners and advertisers can sometimes lead to conflict between the production and the marketing teams. So far, they were able to hold the balance by finding compromises.

Finally, an appropriate exit strategy/ transition from subsidized to commercial funding can ease sustainability. Some stakeholders observed that RLDC did not have an exit strategy and that the withdrawal of support was done too quickly, only 14 months after the project implementation began.

Hence, while some bases for sustainability were laid down during project implementation, the programs long term existence and success is not yet ensured. If a similar project was replicated, more attention should be paid beyond the financial aspect to all determinants of sustainability, in particular the retention of capacities and the well planned and communicated exit strategy. This might involve longer project duration.

8. Conclusions and recommendations

RLDC decided to facilitate the development of a radio program because comparatively, it is the most effective communication channel to reach rural communities. The aim was to test and demonstrate the success of a commercial radio program that manages to balance the triangle of relevant content aired, listeners information needs met, and advertisers attracted in the context of the CC of Tanzania. The radio program was called INUKA and the three main partners on board for the project were RFA as radio station, FIT Tanzania as co-facilitator, and Synovate as media research house.

From the analysis of the implementation process, its successes and challenges, the following lessons and recommendations can be extracted:

- **Teamwork between production and marketing staff is important:** The experience has shown that for the effectiveness of a commercially viable rural radio program, the production and marketing departments need to develop a close relationship through regular coordination.
- **Capacity building by a co-facilitator proved to be an essential element to overcome the shortage of tailored expertise on agriculture and rural related radio programming and marketing.** An assessment of the skills gap of among the concerned staff members was an important first step

for building capacity. One of the main insights brought to RFA by the co-facilitator FIT was the segmented design of the radio program (“program clock”), which was appreciated by listeners, other radio programs and other media houses. Capacity building could be further improved by having a co-facilitator who is geographically close to the radio station or even in-house capacity building programs. Also, in the future, efforts need to be undertaken to retain the skilled staff as well transfer the knowledge to many more staff within RFA.

- **Content collection needs to be adapted to the prevailing constraints:** The initial assumptions concerning the motivation of content providers to participate in the radio program did not work out and gathering content resulted to be expensive for RFA. The flexibility of the INUKA project was therefore essential for finding a more appropriate system of content gathering. The model of using regional correspondents can be one of the solutions for cost effectiveness while ensuring relevant content provision. The experience has shown that it is easier to work with local content providers rather than far away national-level institutions. However, in order to ensure smooth participation of content providers in any radio program, sensitization on the importance and benefits of radio program to their endeavors is very crucial.
- **The commercialization strategy has been partly achieved.** INUKA was able to prove to a certain extent that rural radio can be attractive for private sub-sector advertisers. However, the stated revenue streams cannot guarantee financial sustainability of the program and are at present far from being profit-generating. This is partly due to the non-responsiveness of the radio station to certain project activities such as pro-active targeted marketing, a segmented marketing strategy and cost calculation per program. Also, a part of the sponsoring revenues come from organizations that are (partly) donor-funded.

- Continuous monitoring and research is beneficial for getting listeners' feedback:** The comprehensive monitoring and research component can be attributed to be important to the successful implementation of the program. The feedback provided by listeners helped to improve the program. It was also useful to RLDC as a facilitator to track the impact on beneficiaries. However, after RLDC's exit, RFA does not continue paying for these monitoring services; hence it might not consider the monitoring function very valuable given that only a part of the available monitoring information was actually used. In particular, contrary to the initial assumption, the information was not used for commercialization purposes due to the lack of a segmented marketing strategy.
 - The effectiveness for livelihood improvements is emerging: Evidence shows that the radio program has been useful in improving rural livelihoods.** However, in the CC of Tanzania, the rate of individuals who practice what they hear from the radio directly is still low. Most importantly, farmers usually apply radio content in the production and sales activities they are already engaged in. The assimilation of information about agricultural sectors that are new to them often requires further support. Little access to radio sets by rural women has also been acknowledged as obstacle for benefitting from the radio program. Therefore, the effectiveness of radio program in improving rural livelihoods could be improved by collaborations on further assistance (projects, written documents, engaging public extension officers). Also, content may need to be adapted to specific geographic areas and to the gender-related constraints of access to and control over radios.
 - Further efforts are needed to ensure sustainability:** While some bases for sustainability were laid down during project implementation, the programs long term existence and success is not yet ensured. Indeed the risk of a rupture in airing the program has been experienced during the writing process of this document. If a similar project was replicated, more attention should be paid beyond the financial aspect to all determinants of sustainability. In particular, it is important to retain the staff capacities that were built, to have a strong commitment by the radio station and a well planned and communicated exit strategy by the facilitator. This might involve longer project duration.
- The testing and demonstrating of the triangular concept of commercial rural radio was partly achieved: The program aimed to improve access to information for rural producers. The content is relevant, but more can be done in order to harness the benefits for improving livelihoods. Advertisers/sponsors are attracted by the large, rural audience. However, the commercial revenues are not (yet) enough to cover costs and ensure sustainability of the program. Although INUKA has had some influence in the media sub-sector, the evidence for changes on the sub-sector level is still anecdotal and probably needs more time to materialize. It also shows that it is necessary to apply a more systemic approach to effect changes in the entire radio sector the success of INUKA is not enough to create such changes, particularly if the radio sector is still dominated by the urban based radio stations and their approach of conducting business with sponsors and advertisers. If RLDP wants to create such changes it will be necessary to work more closely with advertisers and sponsors as well as develop appropriate service providers.



9. Annexes

9.1 Annex 1: List of topics covered

Topics covered in INUKA episodes between March 2009 and May 2010

Episode No.	Date	Theme
1	21-Mar-09	Searching for markets for Agricultural products
2	28-Mar-09	Preventing livestock diseases
3	4-Apr-09	Organic farming in Cotton
4	11-Apr-09	Value addition for hides products
5	18-Apr-09	Stable Markets for sunflower
6	25-Apr-09	Poultry keeping
7	2-May-09	Processing sunflower seeds to sunflower oil
8	9-May-09	Poultry keeping (Q&A)
9	16-May-09	Value addition in Sunflower (Q&A)
10	23-May-09	Milk Storage
11	30-May-09	How the market systems benefits farmers
12	6-Jun-09	The market prices information systems
13	13-Jun-09	Warehouse receipt systems in Cotton
14	20-Jun-09	Cotton buying system (Q&A)
15	27-Jun-09	Fruits processing to avail a better market price
16	4-Jul-09	Markets for sorghum products
17	11-Jul-09	Seeds improvement for better yields
18	18-Jul-09	Cotton buying system
19	25-Jul-09	Q&A from previous episodes
20	1-Aug-09	Market availability for Groundnuts products
21	8-Aug-09	Keeping 'Malya variety' goats for Milk

22	15-Aug-09	Local scavenging Chick rearing
23	22-Aug-09	The importance of milk processing to increased production and income
24	29-Aug-09	Beef and Milk Cattle rearing – ‘Mpwapwa variety’
25	5-Sep-09	Contract farming in Sunflower
26	12-Sep-09	Beekeeping
27	19-Sep-09	Harvesting and preparation of honey products
28	26-Sep-09	Ways of empowering farmers and livestock keepers
29	3-Oct-09	Agriculture and HIV/Aids
30	10-Oct-09	Agriculture and Environmental conservation
31	17-Oct-09	Agriculture and Environmental conservation (cont.)
32	24-Oct-09	Prevention against Newcastle disease for chicken
33	31-Oct-09	Experience of stakeholders in implementing agricultural projects.
34	7-Nov-09	Poultry keeping business and its products
35	14-Nov-09	Preservation/storage of milk
36	21-Nov-09	Contract farming in Sunflower
37	28-Nov-09	Ways of empowering farmers and livestock keepers
38	5-Dec-09	Agriculture and HIV/Aids
39	12-Dec-09	Food security at household level
40	19-Dec-09	Prevention against Newcastle disease for chicken
41	26-Dec-09	Women groups – livestock keepers

42	2-Jan-10	Seed production through farmers groups
43	9-Jan-10	Value addition for products to match the market standards/demand
44	16-Jan-10	Environmental conservation and climate change
45	23-Jan-10	Agriculture and HIV/Aids – Iramba and Manyara
46	30-Jan-10	Mixed Agriculture
47	6-Feb-10	Milk collection centers for increased production and incomes
48	13-Feb-10	Livestock keeping and HIV/Aids
49	20-Feb-10	Ways of dealing with Sunflower diseases
50	27-Feb-10	Livestock keeping and HIV/Aids
51	6-Mar-10	Livestock keeping and environmental conservation
52	13-Mar-10	Necessary requirements for proper chicken rearing by using chicken houses
53	20-Mar-10	Harvesting and post harvest treatment of sunflower
54	27-Mar-10	Value addition in paddy for increased market prices
55	3-Apr-10	Milk collection centers for increased production and incomes
56	10-Apr-10	Livestock keeping and HIV/Aids
57	17-Apr-10	Ways of dealing with Sunflower diseases
58	24-Apr-10	Livestock keeping and HIV/Aids
59	1-May-10	Livestock keeping and environmental conservation
60	8-May-10	Necessary requirements for proper chicken rearing by using chicken houses

9.2 Annex 2 : The M4P approach⁵

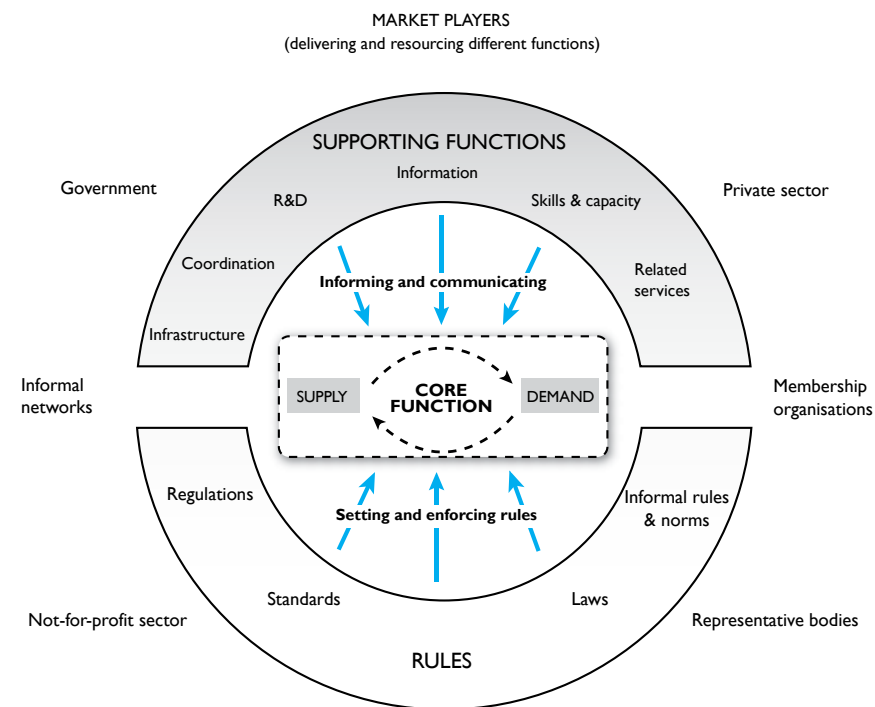
The M4P approach aims at developing market systems so that they function more effectively, sustainably and beneficially for poor people. The approach aims to build their capacities and offer them the opportunity to enhance their lives.

M4P is an approach to development that provides guidance not only on understanding of the poor in market systems (analysis) but on how to bring about effective change (action). Analysis should identify the underlying constraints impinging upon market systems and concentrate on addressing these.

Its focus is on developing market systems, assessed with respect to different market functions and players, public and private, formal and informal. This systemic character of M4P defines many of its most important features.

The reason for M4P's focus on market systems is clear. By bringing about change in the market systems where people live and work it is possible to effect substantial and lasting change that can impact on many sustainably rather than a few temporarily.

Markets for land, labor, raw materials, capital, goods and services are all different but they share the same key elements. In practice, all market systems can be viewed through the same lens consisting of different sets of functions and players (see figure below).



In any market system, there are three main sets of functions – core, rules and supporting functions.

⁵ Extracted from “A synthesis of the making markets work for the poor (M4P) approach, a publication by the UK Department for International Development (DFID) and the Swiss Agency for Development and Cooperation, 2008”.

Core

This is the central set of exchanges between providers (the supply-side) and consumers (demand-side) of goods and services at the heart of any market. Exchange is conventionally through money, but can be through non-financial accountability (say in government-provided services) or through informal quid pro quo arrangements (in social or business networks). In most market systems, the private sub-sector can be seen to be the main provider.

In the context of rural commercial radio project, the actors in the core were identified to be the broadcaster, airing the program, the listeners, and ant the advertisers. The core function is the triangular business model that ensures the airing of relevant content for a large number of listeners; the interest of advertisers to reach out to these listeners; and the revenues for sustaining the program.

Rules

These act to shape market outcomes and govern participation and behavior in markets. Rules include informal rules or norms, formal rules or laws and other standards and codes of practice. Formal providers of rules are commonly governments or membership organizations. Rules are essentially a non-commercial or public or collective role in markets. However, their enforcement (often the most problematic issue) can involve private sub-sector players (for example, in international food quality standards). Informal rules are generally a product of local culture and value systems and practices and invariably define the extent to which formal rules are accepted.

There are of course many rules and regulations that affect the radio sub-sector. In the context of the commercial rural radio project, however, RLDC decided not to use them as an entry point of the intervention strategy.

Supporting functions

A range of other functions support the core exchange and help the market to develop and grow including, for example, consultation processes; research and development (R&D); information; and capacity development and co-ordination. The nature of these, and who provides them, varies from one context to another. Labor markets, for instance, may require information on market trends, vacancies, available skills levels and the legal framework – which is often best provided by government. Employment agencies linking supply and demand might be best provided by the private sub-sector, while training is likely to involve both public and private organizations. Coordination in specific skills and disciplines is always likely to involve government and business or professional associations.

In the context of the commercial rural radio project, the strategy placed much emphasis on the development of supporting services. These concerned the facilitation of staff capacity building, program development and innovation, information services, audience and market research, advertising brokering as well as equipment.

Facilitation

Sustainability is a prime concern of M4P. This means considering not just the existing alignment of key market functions and players but how they can work more effectively in the future, based on the incentives and capacities of players (government, private sub-sector, associations etc) to play different roles.

M4P requires that agencies and governments play a facilitating role. As external players they seek to catalyze others in the market system (while not becoming part of it themselves). For governments, except where they are playing longer-term roles within the market system, and agencies, facilitation is inherently a temporary role.

Finally, as an overarching framework M4P does not necessarily replace other specific methodologies and tools but provides a transparent and multi-disciplinary framework within which they can be utilized and adapted in order to address their limitations and so enhance their efficacy.







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This document is the second of a series aimed at sharing the experience of, and the lessons learnt by, the Rural Livelihoods Development Program (RLDP). It is the product of a “capitalization of experience” process, meaning giving a value to the experience made, which can also be called “evidence-based learning”. While releasing this publication, the objective is to inform relevant development organisations and partners about what worked and what did not in the frame and context of RLDP interventions. Certainly, at the time of publishing this document, things are already changing in the media industry or at policy level. But the aim is to keep the institutional memory of what was done, as well as to share the experience. This document will be followed by others in the coming months. They will cover issues like collection centres, quality seeds, contract farming, etc.

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