

Scoping Study for the Development of a Radio Station for Northern Karamoja

Final Report

September, 2011

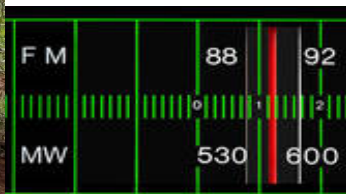


Table of Contents

Executive summary	2
Overall Background and Objectives	13
Current Context	20
Opportunities and Challenges	46
Presentation and analysis of Options	54
Financial and economic analysis	84
Moving forward	86
Annexes	91

Executive summary

This document is the report for the the study ‘**Scoping Study for the Development of a Radio Station for Northern Karamoja**’.The purpose was to explore the various issues related to the establishment of a sustainable, well managed, inclusive and empowering public service-orientated station serving northern Karamoja.

Background and purpose

Oxfam and her partners recognize the importance of increased access to information by the population in northern Karamoja as a catalyst to achieving programme goals and wider development outcomes within the region and are interested in identifying the technical and institutional challenges that would have to be considered in the establishment of a sustainable mechanism to achieve this.

Method

The methodology was designed to ensure that the views of a wide range of stakeholders were identified and captured both at national and local level. At the national level the types of organizations consulted included;parliament (the Karamoja Parliamentary Group), Government (both line ministries including Ministry of Karamoja and agencies including Uganda Electricity Distribution Company, the Rural Electrification Agency, Uganda Communications Commission); development partners including Irish Aid, USAID and DANIDA; civil society agencies including Straight Talk; private sector service providers and corporate entities including Airtel.

At the district and local level, visits were undertaken to Kotido and Kaabong districts over a ten day period. Consultations included key informant interviews with district technical, political and religious leadership, focus group discussions with civil society groups and the communities within the towns, in urban areas /trading centers outside the towns and in the manyattas. During consultation, attention was paid to the specific capture of the views of women, men and the youth, as well as obtaining views about generic issues affecting communities in northern Karamoja. Information obtained during consultation was supplemented by a review of relevant literature

Current context

Socioeconomic context: Human development indicators in the region are extremely poor and far below the national average. While poor rainfall and cyclical drought are often blamed for the extremely high levels of poverty the underlying causes are in reality more structural and complex. Over a period of many years there has been a decline in pastoralist mobility with increasing pressure on land and growing restriction to seasonal livestock movements.

Political and policy environment: Over the years key government policies, including the Poverty Eradication Action Plan, the National Development Plan and the Peace Recovery and Development Plan (PRDP), have recognised that Karamoja is an area of extreme poverty requiring increased government attention. It is worth noting that when it came into power in 1986 the NRM Government

included the development of Karamoja in its ten point plan. In addition there have been a number of specific initiatives aimed at addressing issues within the region.

However if one looks at the focus placed by Government on implementation and resource allocation it is hard not to conclude that in the main the real emphasis is one of containing insecurity and encouraging settled agriculture. Sector programmes in health, education and agriculture (with some exceptions) that are delivered in the region have tended to be extensions of approaches developed for use within settled farming communities elsewhere in Uganda and have not been well informed by the specificity of livelihoods within Karamoja.

Current overall approaches to communications and messaging

Current information provision in Karamoja as a whole, with a number of exceptions, seems to be dominated by the delivery of predetermined and externally designed messages on specific topics or issues. Only a few of them seem to be cognisant of people's current knowledge, perceptions, beliefs or practices. There seems to be little systematic analysis of whether these address the priority concerns of the community or that in terms of their content they are appropriate. Impact measurement is largely lacking. There are relatively few opportunities for communities to themselves have a voice or contribute.

Mechanisms currently used to obtain information include: word of mouth, letters/notices, mobile phones (voice and text), radio and newspapers

Radio ownership, access and use

Although statistics are not available in northern Karamoja levels of radio ownership and access are far lower than the national average. Focus group discussions carried out during the study suggest that approximately half of the respondents in the town centers said that they owned a radio. The majority had listened to radio in the previous week. This number fell significantly in trading centers and manyattas. In manyattas very few people said that they owned a radio although approximately one third of respondents still reported having listened to radio in the last week. It is important to note that ownership should not be equated too closely to access. Given the nature of social structures and practices in the area if one person in a community owns a radio it is highly likely that large numbers of people will listen to it

Factors affecting ownership and access

The study findings suggest that there are two main factors that influence current levels of radio listenership.

- Weak signals: In large parts of northern Karamoja FM signals are currently too weak to be heard consistently throughout the day on cheap radios that do not have high levels of sensitivity.
- Language and relevance: For many people the lack of programmes in their own language or of relevance to their local context is a major factor impacting on the likelihood of them listening to radio or wishing to obtain a radio receiver even in areas where stations can be heard.
- Gender and access: The overwhelming majority of women spoken to said that if a radio is owned at household level that it will be viewed as under the overall control of the male head of the household. However most said that they did not feel that this would unduly prevent them from having access to it on a day to day basis.

Programme preferences

There was a marked degree of consensus across the differing strata's (town, trading centre and manyatta) of people interviewed on what they would like to hear radio programmes cover and address. There was also broad similarity across the two districts surveyed.

- a) Livelihoods: People expressed a strong desire to hear programmes related to livelihood concerns, issues and opportunities on the radio. These ranged from wanting to hear content about animal health/husbandry and agriculture, market information, business development and skills and labour opportunities.
- b) Health: Significant numbers of respondents said that they wanted to hear programmes or information about health issues including; how to cure or prevent common diseases, maternal and child health, HIV/AIDS and nutrition. People said that any radio station should broadcast information about epidemics in the area and deal with epidemic preparedness.
- c) Peace and security: Despite the widespread relative calm now prevailing in the area information on security issues and peace promotion was highlighted by most people as being of high importance. Views on how this could best be achieved ranged from the broadcast of early warning messages to preempt and mitigate cattle raids to hearing elders and leaders discuss the outcome of peace dialogues. Elders and political leaders in particular felt that coverage of peace meetings and agreements reached would assist in ensuring the commitment and compliance of all parties.
- d) Education: Many people felt that radio could play an important part both in educating people on a range of topics but also in encouraging and supporting school enrolment and attendance. Women in particular mentioned this and stressed the importance of girl child education being discussed and raised on the radio.
- e) News: There is a strong desire to hear local news but also national and international items. A few people expressed interest in hearing reviews of the daily papers on the radio.
- f) Music: A strong preference was expressed to hearing local music amongst both the older people and the youth. It is worth noting that there are a number of local artistes who produce "modern" music in N'Karamajong and are very popular. Luo music is also currently very popular and people said that they would like to listen to some national and international artistes as well.
- g) Greetings and announcements: Most people said that the airing of greetings and announcements is important although some did nuance this by saying that they did not like to hear people on the radio who were drunk or angry.
- h) Early warning/disaster preparedness: This was mentioned by a number of respondents who felt that programmes could play an important part in alerting to potential risks and how their impact might be mitigated. Examples given included the failure of rains, epidemics (animal and health), floods and environmental degradation.
- i) Domestic and gender based violence: Both men and women in many focus groups said that messages should be aired on this subject although it was stressed more by women. The manner in which this was raised suggested that this issue has been the focus of significant messaging in the recent past as the language used by respondents to describe these issues seemed somewhat external.

- j) Sports news and coverage: A number of young people expressed a strong desire to hear sports news and coverage of sports events on the radio. Football was mentioned in particular but also athletics.

Sensitivities and concerns

A number of issues with particular sensitivity emerged during the study.

Vulgarity and abusive language: Most informants said that they did not wish to hear offensive and abusive language over the radio. They included in this personal attacks on other people or groups, foul language and disrespectful comments.

“Lies”: People in one focus group in particular said that it was important that accurate and truthful information was provided over the radio – they said they did not want to hear what they described as lies. They gave as an example a time when they were encouraged to prepare land and plant because rainfall was imminent and then no rain came.

Death announcements: Concerns about death announcements emerged as an extremely sensitive issue at community level. The vast majority of people felt that these were potentially harmful as they could induce great fear and upset amongst those who knew the deceased.

Politics and security: Given the history of violence in the region and the often strained relationship between communities and security forces it was surprising that most people spoken to felt that political and security issues could and should be discussed on the radio. When probed further about this it was however apparent that there are underlying sensitivities. Any programme or content covering these issues will need to approach these issues in a carefully considered and professional manner.

Technical Issues

Feasibility of attaining area coverage: Factors affecting signal range in N. Karamoja include: terrain and altitude, antenna gain and power output. Optimal coverage was defined as the broadcast of a signal that would reach an audience in all three districts in northern Karamoja that would be capable of being heard on relatively low cost FM radio receivers. A number of potential transmission sites were examined in Kotido and Kaabong. Two sites (one in Kotido and one in Kaabong) were identified as potentially optimal for transmission purposes. These are described in the Table below.

Table 1 Description, coordinates and altitude of potential optimal transmission sites

Site description	Longitude (E)	Latitude (N)	Altitude (M)
Kotido town near MTN Tower	34 ⁰ 06'59"	03 ⁰ 00'40"	1268
Kaabong near Airtel tower approx 4km from town	34 ⁰ 05'42"	03 ⁰ 31'49"	1622

The findings suggest that it would not be possible to achieve the FM coverage desired using a single transmitter of average power situated in either Kotido or Kaabong. However linked transmitters installed at both locations would cover a considerable part of the area with the required signal strength including areas of highest population density in both Kotido and Kaabong. The attainment of signal coverage over large parts of northern Karamoja is therefore technically feasible.

Existing broadcast equipment and facilities

Equipment located within Kotido Town

Ownership: The equipment in question was originally part of a larger consignment of equipment supplied some years ago through funding from the World Bank to the Ministry of Health with the intention of establishing a number of radio stations that would be used for health information messaging on sexual and reproductive health.

The MoH failed to implement the project so the equipment was never installed. Following discussions at national level equipment from this project was handed over to the Ministry of Information and is now legally owned by the Uganda Broadcasting Corporation (UBC). UBC has planned to install the equipment and use it to rebroadcast national programme streams but has so far been unable to earmark resources to do this.

Type and working condition: The equipment consists of a 2Kw FM transmitter and accessories, a 45M mast and satellite receiver and dish. There is no studio equipment. Some physical works have been undertaken on the site including the mast foundation and base plate. It was not possible to physically inspect the transmission equipment but it can be assumed that given that it has been left unused for over five years and exposed to the elements that it will be unserviceable. However the 45M mast and satellite dish should be in a usable condition and are assets of considerable value.

Equipment located in Kaabong

On inspection this consists of a sectional antenna mast of approximately 25M in height which is not erected. There do not appear to be guy wires or a base plate. Enquiries failed to ascertain the precise ownership of this mast but its physical appearance suggest that is for use with communications rather than broadcast antennas and is of a type that has often been used by the Ministry of Health to link health centres.

Shell studio located in Kotido Town

The Kotido Catholic Diocese owns a custom built studio building has been constructed at a location on the Moroto road not far from the centre of Kotidotown. It consists of a number of rooms two of which are clearly designed to be studios and a number of others which could be used for offices. The super structure is complete but no internal fittings are in place.

Equipment donated by the European Commission

In 2009 the European Commission became embroiled in an issue of considerable controversy after it had donated radio equipment for the establishment of a station in Karamoja. A dispute emerged between those involved in the project which included political figures within and outside Karamoja and the UPDF with accusations traded on all sides about the ownership and use of the equipment.

The station has never gone on the air and the EC re-possessed the equipment and removed it from the region. This project is the subject of ongoing contention and debate. It was not possible to obtain even a list of the equipment that was procured. In meetings with political leaders at both district and national level this intervention was consistently raised and clearly remains an issue which can invoke strong reactions.

Regulatory frameworks and institutional issues

Licencing and broadcast regulations

There are two bodies responsible for oversight of radio and TV broadcasting within Uganda. The Uganda Communications Commission (UCC) is responsible for frequency spectrum management and control and the Broadcasting Council (BC) is responsible for oversight of content and standards. The two have recently been merged under the overall auspices of UCC.

Private FM broadcasters licences are usually issued (following an appraisal process) to registered companies or other registered entities. The written regulations do not exclude the issue of licences to registered Non Government Organisations. However in practice it seems that the issue of a licence to an NGO is extremely difficult. Following recent experiences of tensions between some operators and government about programme content and coverage of specific issues it is likely that appraisal processes have become more stringent. Applicants are required to submit a formal application which should be accompanied by:

- Written permission from the Broadcasting Council allowing the applicant to establish broadcast station in Uganda in a particular town;
- Company profile (to include certified photocopies of the certificate of registration or incorporation of the company or NGO registered in Uganda and Memorandum and Articles of Association);
- An Engineering brief of the project whose format should include technical specifications of Broadcast and Studio Transmitter, technical description of system, which include: diagram of network, configuration, and network implementation schedule;
- Broadcast coverage areas ;
- Fully completed UCC 4002-SMF-01 forms for transmit and receive radio station/s to be installed (copies of the forms are available on the UCC website).

The case for radio

Karamoja region as a whole has the worst development indicators in Uganda. There are striking examples of high levels of marginalisation. Many people feel a strong sense of alienation from Uganda as a whole. People in the region do not have adequate opportunities to express their views and opinions or participate effectively in planning processes. Partly as a consequence of this many development policies, programmes and service delivery models do not take the views and aspirations of the community into account and are thus not adapted to their specific livelihood priorities, needs or cultural values.

This situation is mirrored within much of the messaging and information exchange that presently takes place. There are few opportunities available to many of the poor to participate in the design of communication strategies or programmes and to use such media to help inform policy and programme delivery and promote dialogue within and between communities. As elsewhere people also wish to have access to news, information and entertainment; currently few have opportunity to do this.

There is therefore a clear need and strong support for radio programmes that reach people in their own language and meet their specific needs. Given that the area is relatively sparsely populated, has had frequent security problems, and that literacy rates are low radio is the most appropriate medium to reach a large audience in the most cost effective way.

Stakeholder views

All stakeholders recognize the need for radio in northern Karamoja and see its value in terms of promotion of government programmes and overall development in the region. In addition there is broad awareness of the potential for difficulties over programme content and approaches to development and policy issues. Many would wish to use any station to publicise their programmes and activities as well as a potential source of some revenue and technical support

Views on involvement in management and decision making

Involvement in oversight and management: The following groups were mentioned as of importance in providing advice support and oversight to any initiative;

- Local Government (technical and political) from Abim, Kaabong and Kotido
- Religious leaders
- Elders and opinion leaders
- Security agencies (mentioned were the DISO's, Police of Office of the RDC)
- Local civil society (CBO's representing specific groups/issues such as the disabled etc)
- Representatives of international NGOs or other agencies (but it was stressed by some people that this needed to be from groups who had been in the area for a long time)
- Women and Youth

Potential options and approaches

Three options for the establishment of a radio service in northern Karamoja have been identified, analyzed and costed.

Table 2; Overview of potential options

No.	Option	Description
1	<i>Community Radio Station</i>	Radio Station with community broadcasting licence using low power transmitter, simple studio equipment and owned managed by a community based organisation established for this purpose
2	<i>Standalone independent FM Station</i>	Radio station with full FM broadcasting licence with transmission equipment capable of giving broad coverage across northern Karamoja with its own studio facilities. Owned and managed by a Trust or similar entity established for this purpose.
3	<i>Hybrid: Independent Production House using UBC transmission facilities</i>	Independent Production House with own studio equipment with programmes broadcast over UBC network which would be developed and expanded as a component of a project. Production House owned and managed by a Trust established for this purpose. Relationship between Production House and UBC defined under the terms of a service level agreement for a fixed period.

Taking into account the analysis presented it is recommended that Option 3: Independent Production House with UBC Transmission should be pursued as the preferred option. This option presents the most likely model to achieve the wider objectives of any project and is likely to be the most financially and technically sustainable in the long term.

Key issues

Any initiative to establish or maintain a radio service in northern Karamoja will need to take into account a number of key issues.

Institution creation

Any radio service will require day to day and strategic management of a significant number of complex technical, political, administrative and financial issues. This will include the need to have the capacity to recruit, retain and manage a number of staff with specialist skills and experience in the region and ensure that others are trained and developed. This will require dedicated management. While these tasks could be handled initially by project management arrangements, in the long term appropriate institutional arrangements will need to be put in place to ensure that the service continues to operate as a viable entity.

Managing political risk and competing voices

Insecurity and violence have had a severe impact on Karamoja and its people. One legacy of this is that relationships between groups within the region and between the Karamajong and their neighbours have often been severely strained. While there is currently a degree of relative peace there are ongoing tensions between sub-groups in the area. Relationships with central government and between the community and security actors are also often affected by high levels of mistrust. Local politics often reflect these underlying issues. Central government policies and approaches to both security issues and development have arguably often exacerbated problems in the region and contributed to feelings of alienation and marginalisation.

There is much a radio service can and should do to promote dialogue and give people voice. However there is also a considerable risk that it will be difficult for it to avoid itself sometimes becoming the focus of criticism and blame as it tries to fulfill its mandate. A large number of groups will at times probably seek to compete to use the radio as a platform to further their own interests. Political capture is therefore a real risk. There is also a risk that inappropriate use of any radio service could inflame tensions between groups rather than help promote peaceful coexistence.

Space for dialogue in Karamoja is currently limited and accountability mechanisms are weak. Any radio service should be proactively trying to expand space for dialogue and promote better accountability and responsiveness. However there is considerable risk that this could potentially set the service on a collision course with powerful interests and groups at both national and local level.

Programming

Content and schedules: Programming should reflect audience preferences and take into account the sensitivities highlighted.

Formats: A variety of programme formats and styles should be used. These might include;

- Magazine type programmes
- Drama
- Music
- Formal news (international, national and local - sports)
- Talk shows and discussion programmes
- Spot messages

Any project should seek to develop a number of flagship programmes. These could include; daily news and press reviews and weekly programmes on livelihoods and health, a weekly drama and magazine style programmes for youth and women.

Languages: The majority of the audience speaks and understands N'Karamajong so the majority of the spoken output of the service must also be in N'Karamajong. Specific programmes could also be developed in Lebtur and Ik to cater for these groups needs (for example once daily news and one weekly programme). It may be tempting to attempt to do more than this in other languages but experience elsewhere suggests that if this is done too much it risks the loss of the core audience.

Feedback mechanisms: It is critical that the service develops mechanisms to receive feedback from its audience on a regular basis. The establishment of a number of Listener Clubs across different geographical areas with membership drawn from a variety of sub-groups would provide one means of doing this. Regular meetings should be held with Listener clubs based on a focus group discussion style format with comments and views carefully documented and used to check for balance, effectiveness of messaging/delivery, and to obtain new ideas for further programme development.

Human resources

At the outset it will be important that some critical posts are filled (on a project basis) by people with extensive experience in both establishing and running media projects and in programme production. While the precise mix and number of these people would be determined by the specific option chosen they are broadly as follows:

- Project Manager: Would need to be an individual with extensive experience of setting up and managing radio projects of a similar nature. The individual would need to be able to take a lead role in both the recruitment and development of staff, the oversight of equipment procurement / building and installation, the development of editorial, institutional and financial procedures and the establishment of management structures and systems. This post would almost certainly need to be advertised and recruited based on international competition.
- Senior Producer/editors: Would need to be individuals with experience in radio programme production and development. They would take lead roles in programme creation and development and capacity building and training of junior staff. They would assist the Project Manager develop and implement editorial policy and maintain high standards. They would need to be able to speak to N'Karamajong. The study suggests that a small number of such individuals are actually available. These posts would need to be advertised nationally and regionally and salary scales and benefits would need to be competitive enough to attract persons of requisite quality
- Other staff: Any project should seek to identify, recruit and develop local talent for the production of programmes and other administrative functions. The study suggests that, as elsewhere, that such talent is available in northern Karamoja. The potential numbers and type of personnel are outlined within the specific options highlighted in Section 6.

Power supply

In northern Karamoja, any radio service has to be developed on the assumption that it will need to generate its own power. Two potential means will include thermal (using diesel generators) and solar or a combination of the two.

Financial sustainability

Revenue: Any radio service will need to be able to generate revenue sufficient to meet its operation, maintenance and reinvestment costs (this assumes that capital investment will be covered through any project).

Key sources of potential revenue are identified and briefly described below;

- Commercial advertising: For many FM stations this makes up the bulk of their revenue. Major advertisers include the mobile phone companies, soft drink companies (Pepsi and Coca-Cola), and breweries. It also includes payments for spot advertising by line ministries or national programmes such as health, education, NAADS etc as well as those by large NGOs or UN agencies in support of a specific information campaign or issue. Formats may include spot adverts and jingles and/or programme sponsorship.
- It is probable that any radio service on the air in northern Karamoja with good signal coverage would attract some of these advertisers. However given the relatively low population density and purchasing power of communities and the relatively limited presence and competition between major suppliers in Karamoja this is likely to be at a suppressed level compared with some other areas.
- Paid air time: A number of groups and agencies and on occasion local Government, are likely to be interested in purchasing of airtime (usually paid for in 30 minute or hourly slots) for the broadcast of their own programmes. These include programmes that are centrally produced and then put out over several networks (such as Straight Talk and the drama Rock Point 256) and also ones where an NGO or agency produces a programme locally for broadcast over the service. In these instances the agency in question may also want access to production facilities and technical support.
- Official announcements: These include official announcements posted by local Government, development agencies or the private sector in the area for example; notices of meetings, job opportunities, workshop information, bus timetable changes etc.
- Personal announcements: Paid messages by members of the public (not organisations) on issues such as family meetings, weddings, graduations etc.

Expenditure: Operational costs include salaries, communications, rent, fuel (both for vehicles and power generation), programme production, marketing and branding, equipment repair and replacement, stationery etc. Power supply is a considerable challenge (as highlighted) and production costs are likely to be significantly greater than for any radio service in other areas due to the considerable distances that will need to be traversed for news gathering and programme production involving communities.

Licencing

The application process can be drawn out and arduous and is unlikely to be completed within a 12 month time-frame. In order to complete the application it would be important that both technical and institutional components (related to the registration of an entity) would need to be carefully sequenced.

Institutional risk to Oxfam GB and mitigation measures

There is a clear potential role for a radio service in northern Karamoja and support to the development of this would clearly be consistent with Oxfam GB's broader strategic objectives outlined in the National

Change Strategy and Karamoja Programme objectives. However association with any intervention would also bring with it attendant risks. These include;

- The potential for Oxfam GB to be seen as responsible for any programmes or coverage that are perceived as contentious by both national and local political figures or security actors
- At community level the potential for Oxfam to be seen as having been politically captured to further the interests of a particular political, ethnic or social group if it is perceived that any service puts out biased output
- Moving forward with any programme design is likely to generate high expectations in the area. The issues to be tackled are complex and any project potentially costly. If Oxfam GB is unable or decides in the end to not implement any project this could affect its relationships with some key individuals at a local level.

If Oxfam GB decides to move ahead with its engagement on this issue a number of approaches may need to be deployed to manage and mitigate the level of institutional risk to which it is exposed. These include; partnership which would provide a potential means of both sharing any management and financial burden associated with a project but also a means of pooling institutional risk and public communication, by continuously providing a clear public position on the reasons for its engagement in any initiative and the scope and objectives of any programme should be developed and understood by all staff and all key stakeholders.

Next steps

If Oxfam GB wished to move forward with the development of any project there are a number of next steps which would be required prior to project implementation taking place. These are outlined below.

Step 1: Dialogue with potential strategic partners: Oxfam GB should seek to establish strategic partnerships with groups that might be interested in seeing a project develop. At this stage it is recommended that this group should be limited in number and discussions should be confined to the national level in order to effectively manage the risks associated with building unmanageable expectations. The role of such a group would be to discuss and consider further the financial feasibility of any project and to be involved in preliminary discussions with Government. Potential strategic partners who might usefully be further consulted at an initial stage could include; Irish Aid, the UN Resident Coordinator's Office, ADRA , Press Now and Uganda Radio Network

Step 2: Assessment of Government (UBC) willingness to engage: Potential UBC interest in engaging in any project needs to be formally established at an early stage. This is likely to involve discussions at both the technical and political level.

Step 3: Establish broader Stakeholder buy in: If the outcome of the preceding steps are positive the establishment of broader stakeholder buy in will be necessary at both the national and local level. At the national level a Project Steering Committee could make a presentation to both the donor group, a wider meeting of civil society representatives and potential private sector partners (for example Airtel).

More importantly at a local level a one day consultative meeting be convened in northern Karamoja where the outcome of the scoping study is presented and a potential project is discussed.

Step 4: Develop a full project proposal: At this stage a full project proposal should be developed. This would need to include drafts of agreements outlining institutional roles, ownership of investments and a service level agreement between UBC, financial partners and the Project Steering Committee.

Overall Background and Objectives

In this section the overall background and objectives of the study are outlined and the methodology and approach taken is described in detail. Consultations undertaken are listed.

1.1 Introduction

Oxfam GB is implementing a three-year livelihoods programme with support from Irish Aid targeting the population in Kotido and Kaabong districts especially women. The programme aims to help improve access to assets and economic opportunities; strengthen accountability mechanisms; contribute to the development of responsive and effective policy on pastoralist livelihoods and to change perceptions about domestic violence.

In recognition of both the importance of access to information by the population in northern Karamoja as a catalyst to achieving programme goals and wider development outcomes within the region, as well as the technical and institutional challenges that would have to be considered in the establishment of a sustainable mechanism to achieve this, Oxfam contracted Interface Consulting to explore the feasibility of establishing a public service radio station serving northern Karamoja.

1.2 Objectives and scope of work

The scope of work considered five broad areas:

- a) **Preferences and consultation:** comprising the identification of the key stakeholders and their views and preferences (including about gender issues) in terms of management, governance, content, coverage and timing of a radio station in the region; the views and requirements of regulatory bodies and relevant institutions including the European Union (EU); and the views, needs and preferences of the men and women in northern Karamoja in terms of programming, timing, languages etc
- b) **Technical feasibility:** under this a technical assessment of the requirements and potential for delivery of radio to different parts of northern Karamoja was completed. This included an appraisal of the capability and limitations of existing equipment in Kotido and Kaabong, in terms of geographical coverage and estimation of the cost that would have to be met in making the equipment usable.
- c) **Content and delivery of radio programmes:** this included determination of input requirements for the different levels of programming including staff, skills and running costs; determination of programme content, its procurement and associated costs; evaluation of existing local human resource capacity to develop, deliver and manage radio stations and programmes and identification of the requirements to fill current gaps; outline of a human resource development plan and outline of an appropriate oversight mechanism that will ensure that programme content conforms to legal requirements, whilst promoting the mission of the radio station effectively.

- d) Governance and institutional aspects:** This included the provision of an overview of the legal requirements for radio stations in Uganda and the identification of the most appropriate governance structure for the radio station including membership of the Board of Governors that would be effective management and in enhancing the independence of the radio in cultivating trust and respect across community groups and
- e) Financing and financial self-sustainability:** the provision of an estimate of the capital and operating costs for the radio station , identification of potential sources of revenue and the documentation of a business plan that would target financial self-sustainability within two years.

The complete Terms of Reference for the study are attached as Annex 1.

1.3 Method and approach

1.3.1 Consultation

The methodology was designed to ensure that the views of a wide range of stakeholders both at national and local level were identified and captured. An initial consultation strategy was developed and discussed with Oxfam in Kampala who provided comments and further suggestions. Topic guides for the different stakeholder interviews were developed, pre-tested and refined.

At the national level the types of organizations consulted included; Parliament (the Karamoja Parliamentary Group), Government (both line ministries including Ministry of Karamoja and agencies including Uganda Electricity Distribution Company, the Rural Electrification Agency, Uganda Communications Commission); development partners including Irish Aid, USAID and DANIDA; civil society agencies including Straight Talk; private sector service providers and corporate entities including Airtel.

At the district and local level, visits were undertaken to Kotido and Kaabong districts over a ten day period. Consultations included key informant interviews with district technical, political and religious leadership, focus group discussions with civil society groups and the communities within the towns, in urban areas /trading centers outside the towns and in the manyattas in the rural areas.

During consultation, attention was paid to the specific capture of the views of women,men and the youth, as well as obtaining views about generic issues affecting communities in northern Karamoja. The topic guides for different groups were developed based on the framework outlined in the scope (i.e. preference and consultation, technical feasibility, content and programme delivery, governance issues and financial sustainability) to ensure consistency in terms of recordingresponses from a wide range of stakeholders on the same set of issues.

The consultation record is provided in Table 1 below. Topic guides are attached as Annex 2.

Table 3 Consultation record

Date	Designation/ Institution of informant	Location	Method of data collection
01-7-2011	Oxfam Staff	Kotido Town	Briefing meeting and discussion
	Chief Administrative Officer	Kotido Town	Interview
	District Planner	Kotido Town	Key district statistics printouts
02-7-2011	Community	Panyangara Trading Centre (Kotido)	Focus Group Discussion
	Kotido Trader's Association (KOTA)	Kotido Town	Focus Group Discussion
	WAPEI Women Group	Kotido Town	Focus Group Discussion
03-7-2011	Community	Lodera Manyatta (Kotido)	Focus Group Discussion
04-7-2011	District Information Officer	Kotido Town	Interview
	District Production Coordinator	Kotido Town	Interview
	Director Community Services	Kotido Town	Interview
	District Physical Planner	Kotido Town	Interview and Site Visit
	International NGO staff	Kotido Town	Focus Group Discussion
	Kotido Disabled People's Union	Kotido Town	Interview
	District Engineer	Kotido Town	Interview

Date	Designation/ Institution of informant	Location	Method of data collection
	District Speaker	Kotido Town	Interview
	Kotido Peace Initiative (KOPEIN)	Kotido Town	Interview
05-7-2011	Uganda Joint Christian Council (UJCC)	Kotido Town	Interview
	Elders	Kamawat Trading Centre (Kotido)	Focus Group Discussion
	Resident District Commissioner	Kotido Town	Interview
	District Internal Security Officer	Kotido Town	Interview
	Civil/Military Coordination Coordinator	Kotido Town	Interview
	World Food Programme	Kotido Town	Briefing meeting and discussion
	District Kadi	Kotido Town	Interview
	Catholic Diocese	Kotido Town	Interview
06-7-2011	Oxfam Staff	Kotido Town	Briefing meeting and discussion
	Assistant Chief Administrative Officer	Kaabong Town	Interview
	District Speaker	Kaabong Town	Interview
	District Information Officer	Kaabong Town	Interview

Date	Designation/ Institution of informant	Location	Method of data collection
	Deputy District Internal Security Officer	Kaabong Town	Interview
	District Internal Security Officer	Kaabong Town	Interview
	Community Development Officer	Kaabong Town	Interview
	Elders	Kaabong Town	Focus Group Discussion
	District Kadi	Kaabong Town	Interview
07-7-2011	ACF	Kaabong Town	Interview
	District Production Director	Kaabong Town	Interview
	DADO Coordinator	Kaabong Town	Interview
	Karamoja Peace and Development Agency	Kaabong Town	Interview
	Lolelia Trading Centre	Kaabong	Focus Group Discussion
	Manyatta Lorengichora	Kaabong	Focus Group Discussion
	Kaabong Town Traders Association	Kaabong Town	Focus Group Discussion
	Pentecostal Assemblies of God	Kaabong Town	Interview
13-7-2011	Uganda Electricity Distribution Company	Kampala	Interview and literature review

Date	Designation/ Institution of informant	Location	Method of data collection
	Irish Aid	Kampala	Briefing meeting and discussion
	USAID	Kampala	Interview
14-7-2011	Rural Electrification Agency	Kampala	Interview and literature review
	Straight Talk Foundation	Kampala	Interview
	Synovate	Kampala	Interview
18-7-2011	Executive Director, Straight Talk Foundation	Kampala	Interview
	Airtel, Corporate Social Responsibility	Kampala	Interview
	Uganda Broadcasting Corporation	Kampala	Interview
24-7-2011	Ministry of Karamoja	Kampala	Interview
26-7-2011	Oxfam Staff	Kampala	Presentation and discussion
29-7-2011	Karamoja Parliamentary Group	Kampala	Focus Group Discussion
8-8-2011	DANIDA	Kampala	Telephone interview

1.3.2 Literature review

During the study, reference was made to the following documents:

- a) Building Viable, Resilient Livelihoods for the People of Karamoja (Project Proposal and Programme Brief)
- b) Reports:
 - Social Management of Rangelands and Settlement in Karamoja Sub-region
 - Markets for Livestock and Food Crops in Karamoja Sub-region
 - Study on Disaster Risk Management and Environment for the Karamoja Sub-region
 - Climate Change and Adaptation Options in Karamoja
 - Tenure in Mystery
 - What to do about Karamoja? Why pastoralism is not the problem but the solution. A food security analysis of Karamoja
 - Briefing Note for the Policy Dialogue on Pastoralism and Agricultural Production Systems in Karamoja
 - Reducing Insecurity through Self Reliance
 - Pastoral Policy Framework in Africa—Securing , Protecting and Improving the Lives, Livelihoods and Rights of Pastoral Communities
 - Karamoja Integrated Disarmament and Development Plan
 - Karamoja Food Security Action Plan
 - National Development Plan
 - UBOS Uganda National Household Survey (2010/2011)

1.4 Outputs

The main output from this assignment is this report which includes the presentation of options for the implementation and indicative costs.

Current Context

In this section the wider social, political and policy environment is analysed. Technical, institutional, legal, regulatory and institutional issues are identified and described in detail. Community views and perceptions are explored and a stakeholder analysis is presented

2.1 Socio-economic context in northern Karamoja

Human development indicators in the region are extremely poor and far below the national average. While poor rainfall and cyclical drought are often blamed for the extremely high levels of poverty the underlying causes are in reality more structural and complex. Over a period of many years there has been a decline in pastoralist mobility with increasing pressure on land and growing restriction to seasonal livestock movements. A number of key development indicators are highlighted in the Table below.

Table 4 Summary of key development indicators in Karamoja compared with national average¹

Indicator	Karamoja	National average
Life expectancy (years)	47.7	50.4
% population below poverty line	82	31
Maternal mortality (per 100000 live births)	750	435
Infant mortality (per 1000 live births)	105	76
Under 5 mortality rate (per 1000)	174	134
Access to safe water (%)	40	63
Adult literacy (%)	11	67

Development within the region has been greatly hampered by profound insecurity. Underlying factors contributing to insecurity include:

- competition over natural resources,
- climatic challenges and environmental degradation,
- the changing role of traditional institutions
- regional and national conflict resulting in increased small arms supply and weapons flows
- Inappropriate government policies and responsiveness.

¹ Source: UNOCHA Focus on Karamoja Special Report June 2009 (data taken from a variety of sources)

From the mid 1970's levels of gun ownership in Karamoja started to rise and by the late 1990's were startlingly high. Anthropological studies carried out from 1999-2002 suggest that "the gun" took on a complex social significance in Karamajong society. Over the last few years the Government of Uganda has been implementing a policy of both voluntary and involuntary disarmament. While this has arguably contributed to recent improvements in the security situation it has also been associated with alleged human rights abuses by Government forces and has also resulted in further restrictions in livestock mobility which there is evidence to suggest have had a profoundly detrimental impact on livelihoods. While guns are largely not seen in Karamoja at present (except in the hands of the security forces) the actual success of disarmament remains a subject of considerable debate.

Northern Karamoja, for the purpose of this study, is defined as the area contained within the districts of Kotido, Kaabong and Abim. The combined population of the three districts is approximately 850,000 which is a significant proportion of the entire population of the wider Karamoja region. Population density is highest in Kaabong District as highlighted in the figure below.

The majority of the population is Karamajong drawn from the Jie and Dodoth sub-groups. In Abim District the population is predominantly Labwor. In parts of north-eastern Kaabong bordering with Kenya the Ik ethnic group can be found.

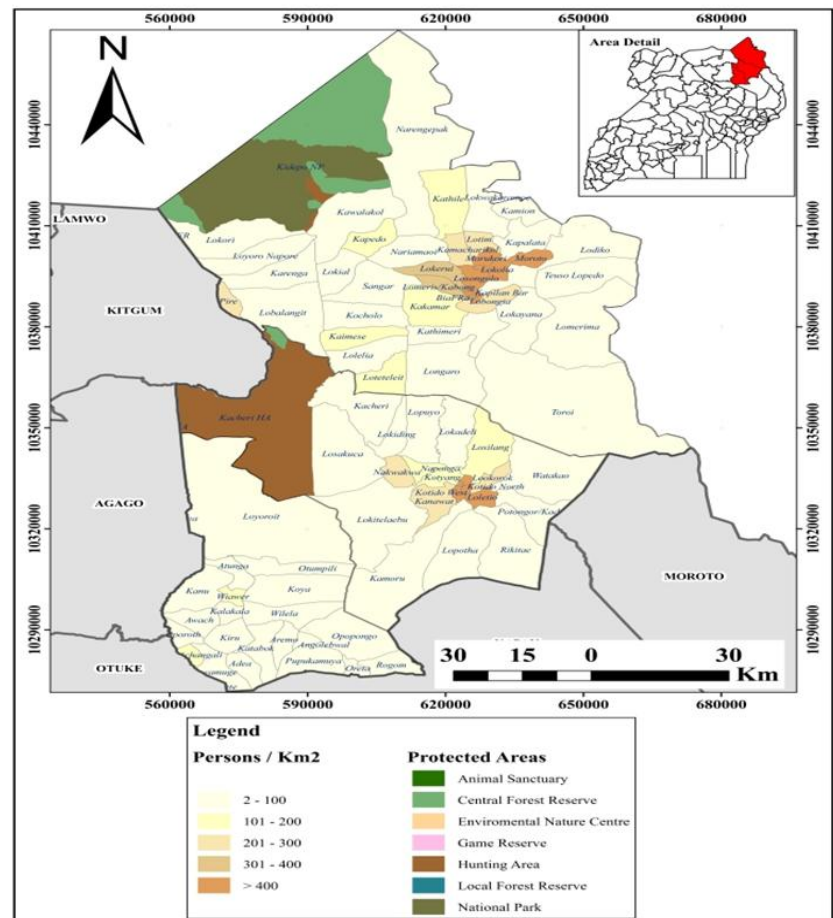


Figure 1 Population density in northern Karamoja

A number of broad livelihood zones can be found in the area;

- Predominantly pastoralist: in the drier areas with livestock keeping the mainstay (cattle and shoats). Historically this population was highly mobile.
- Predominantly agro-pastoralist: in the wetter, often higher, areas with the population growing fast maturing crops such as millet and sorghum
- Hunter gathering: including honey/gum Arabic (this has traditionally been a feature of the livelihoods pursued by the Ik.

2.1.1 Political and policy environment

Current Government policy towards Karamoja needs to be understood in the context of historical approaches to the region dating back to the colonial era. The colonial administration viewed pastoralism negatively and sought to promote agriculture and sedentary ranching. Features of this included steps taken to reduce the access of pastoralists to rangeland, sidelining customary institutions and effectively isolating the region from the rest of the country. For example between 1920 and 1940, livestock keepers in Karamoja lost 15% of grazing land to fellow pastoralists in Kenya whose more fertile pastures had been transferred to white settlers. Administrative boundaries within Uganda were also redrawn in a manner that effectively transferred dry-season pasture to agricultural Teso and Lango communities while at the same time counties in Karamoja were clearly separated along clan lines with border areas declared no go zones with each “tribe” allocated a county and required to stay put².

After independence, the main thrust of development policy in the region has been the provision of basic infrastructure, community health care, the settlement of pastoralists and projects which have emphasized the development of agricultural production. It has been argued that Government policy and development interventions have therefore largely been a continuation of colonial policy. The growing availability of small arms from the 1970s, exacerbated in the mid-late 1980’s with increased arms flows as a result of internal conflict in Uganda, the collapse of Somalia and civil war in southern Sudan, led to increases in the intensity of inter-clan raiding and left many communities destitute. Raids on neighbouring “farming” communities set the Karamajong on a collision course with both their neighbours and central Government.

Over the years key government policies, including the Poverty Eradication Action Plan, the National Development Plan and the Peace Recovery and Development Plan (PRDP), have recognised that Karamoja is an area of extreme poverty requiring increased government attention. It is worth noting that when it came into power in 1986 the NRM Government included the development of Karamoja in its ten point plan.

In addition there have been a number of specific initiatives aimed at addressing issues within the region. These have included the Karamoja Integrated Disarmament and Development Programme (KIDDP) which was heavily influenced by, and in reality partly written, by a number of donors and the Karmoja Food Security Action Plan. Both these documents recognise that pastoralism is an important source of livelihood survival for many people in Karamoja³. However if one looks at the focus placed by Government on implementation and resource allocation it is hard not to conclude that in the main the real emphasis is one of containing insecurity and encouraging settled agriculture. Sector programmes in health, education and agriculture (with some exceptions) that are delivered in the region have tended to be extensions of approaches developed for use within settled farming communities elsewhere in Uganda and have not been well informed by the specificity of livelihoods within Karamoja.

There are a number of policy drivers which are arguably behind this. Two are worth briefly highlighting as they have specific implications for this study and the objectives of any

²(Source: Citizen and Subject: Contemporary Africa and the Legacy of Late Colonialism, Mamdani

³ E.g. KIDPP Policy Document – page 57 “Achieving sustainable livelihoods in Karamoja”.

programme.

- A political need to contain insecurity: At certain times the presence of heavily armed Karamajong warriors has arguably served the interests of the state. During both the Teso (UDA) and Acholi (LRA) insurgencies it can be argued that the activities of the “Karachuna” (warriors) served as a buffer and mitigating force to the spread of organized rebellion and that cattle raids into both Teso and Acholi from Karamoja also served to further this aim. It is worth noting that the LRA on only a couple of occasions attempted to infiltrate Uganda from Sudan through Karamoja and paid heavily when intercepted by armed Karamajong warriors. Whilst there is no firm evidence to suggest that the warriors were systematically armed or supplied by the security forces there was arguably a degree of state acquiescence involved.

However this dynamic fundamentally changed when Karamajong raids increased in ferocity and scale during the late nineties affecting large parts of Teso and Acholi. Teso by that time was politically stable and firmly under the political control of the NRM. The raids and the loss of life, livelihoods and mass displacement they caused led to rising anger against government within Teso and it became politically imperative for government to act to contain the situation. With the NRM’s traditional support base in western and central Uganda increasingly less solid and fractured government is likely, within a multi-party dispensation, to want to be seen as becoming more responsive to the concerns of people in regions neighbouring Karamoja.

- The “why can’t they just be like us?” factor: Underlying much of the discourse within government and even the wider development community on issues related to Karamoja is a persistent and worrying degree of misconceptions of and hostility towards pastoralism. Pastoralist livelihoods are seen by many as simply primitive and backward. At best this leads to attempts, of sometimes almost missionary zeal, to “save” the Karamajong from themselves. At worst it can give rise to a display of attitudes towards an entire ethnic group which would almost certainly be considered unacceptable if they were expressed about almost any other section of the population⁴.

The importance of these attitudes in developing policy and, more importantly, its implementation and the choice of priorities should not be underestimated. They are of course accentuated and further entrenched in the light of violence in the region. They frequently lead to proposed approaches, from otherwise well informed, educated and possibly well meaning people, which often lack any substantive evidence base or considered analysis of facts on the ground.

2.2 Current overall approaches to communications and messaging

Current information provision in Karamoja as a whole, with a number of exceptions, seems to be dominated by the delivery of predetermined and externally designed messages on specific topics or issues. Only a few of them seem to be cognisant of people’s current knowledge, perceptions, beliefs or practices. There seems to be little systematic analysis of whether these address the

⁴For example the use of the phrase “stop behaving like a Karamajong” as an expression used to scold a child who is misbehaving is not uncommon in some other parts of Uganda

priority concerns of the community or that in terms of their content they are appropriate. Impact measurement is largely lacking.

There are relatively few opportunities for communities to themselves have a voice or to contribute. This was commented on in a significant number of the focus groups carried out at community level. Amongst service providers (both Government and civil society) there is recognition that accurate information provision has a vital role to play in supporting development efforts. However in some cases there still seems to be little understanding that this should be a two way process with content and approaches closely developed with communities to ensure that it is relevant, accurate and properly contextualised. In some cases there is a worrying tendency to view information campaigns or messages as a means to “change people” so that they respond positively to development or other interventions the nature and scope of which may have been already largely predetermined.

“We need the radio so much so that we can change people’s minds and behaviour - so that our projects can have impact”

(NGO staff member)

The prevalence of these types of views, which are not generally held in bad faith, almost certainly often leads to the development of information campaigns and messages that are inappropriate to the target audience and may be considered irrelevant by them. In extreme cases it risks interventions, policies or programmes being rejected by their intended audience and the further alienation of a population that already feels excluded and marginalised.

Any initiative involving radio (or any other form of media) in Karamoja will need to address these issues and seek to influence and change attitudes and perceptions amongst policy makers, service providers and development workers. While the primary audience needs to be the community any media service in the region therefore also has a vital role to play in influencing attitudes, and policy and programme development amongst these groups.

2.3 Existing channels of information in use at community level

People were asked what mechanisms they currently used to obtain information in the area. There were a number of responses given to this which are described below in order of the frequency in which they were mentioned;

- Word of mouth: The predominant mechanism for the passing of news or information for most people remains word of mouth. This was particularly the case for people at manyatta or trading centre level. This is the case even for events of an external nature (for example when asked if or how they had heard of the death of Osama Bin Laden most had and at manyatta level the majority heard it by word of mouth). People said that social gatherings, official meetings, and religious services were often used to pass information.
- Letters/notices: At manyatta and trading centre level these were mentioned as an important way of people hearing official or important information from Government or service providers. Letters or notices are read out at community gatherings.
- Mobile phones (voice and text): Most parts of the region have mobile phone (GSM) signal coverage. Levels of mobile phone ownership vary between those people living in town who are more likely to own a phone to those at manyatta level where levels of ownership are far lower. Nevertheless in only one of the focus groups was there nobody present who owned a phone. Respondents said that mobile phones were an important

means of receiving and passing information, both of a personal nature and on wider events, including news. While still considered a luxury item by many a phone ownership is high on people's lists of items they wish to have due to its value in terms of "calling for help", passing of business information, staying in touch with friends or family and increasingly obtaining money transfers. Most people said that they could access a phone if they needed to, at least in an emergency.

- Radio: Was mentioned by all respondents but is not currently considered as important a source of information on a day to day basis by many as those listed above. This is explored in more detail in the section below but is closely related to the current extent of signal coverage in many areas.
- Newspapers: A few respondents within the town centers mentioned newspapers as a source of information. Currently the national dailies arrive in Kotido and Kaabong either very late in the evening or the following day. Demand for newspapers is said to be rising but the circulation is still very low.

2.4 Radio ownership, access and use

2.4.1 Levels of ownership and access

In Uganda levels of household radio ownership and listenership are high. National figures suggest that up to 50% of households across the country as a whole own a radio⁵ up to 94% of people listen to radio at least once weekly. The last decade has seen as dramatic growth in the number of FM Broadcast stations in both urban and rural areas with over 150 stations currently on air. The growth in locally based FM stations is a significant factor in the high levels of listenership as people are able to hear programmes in their own language and FM technology allows stations to be heard on relatively cheap receivers as long as the signals are strong enough (cheap FM radios typically cost less than a dollar in some markets).

Although statistics are not available in northern Karamoja levels of radio ownership and access are far lower than the national average. Focus group discussions carried out during the study suggest that approximately half of the respondents in the town centers said that they owned a radio. The majority had listened to radio in the previous week. This number fell significantly in trading centers and manyattas. In manyattas very few people said that they owned a radio although approximately one third of respondents still reported having listened to radio in the previous week. It is important to note that ownership should not be equated too closely to access. Given the nature of social structures and practices in the area if one person in a community owns a radio it is highly likely that large numbers of people will listen to it.

2.4.2 Factors affecting ownership and access

The study findings suggest that there are two main factors that influence current levels of radio listenership. These are described and explored below:

Weak signals: In large parts of northern Karamoja FM signals are currently too weak to be heard consistently throughout the day on cheap radios that do not have high levels of sensitivity. While

⁵UBOS: Uganda National Household Survey 2009/2010

overall levels of radio ownership are low they are even lower in terms of receivers that are capable of capturing weak FM signals or being able to have coverage of MW or SW frequencies.

Language and relevance: For many people the lack of programmes in their own language or of relevance to their local context is a major factor impacting on the likelihood of them listening to radio or wishing to obtain a radio receiver even in areas where stations can be heard.

While many people would argue that given poverty levels, economic issues might be a major obstacle to access to radio this is likely to be a far less important factor than the two highlighted above. While radio receivers capable of picking up weak FM signals or those on MW or SW would be beyond the reach of most people (selling at approx US 14 dollars in Kotido market) if signals of sufficient strength that were carrying and containing programmes in peoples own language and were of local interest could be heard it is likely that levels of both ownership and wider listenership would increase significantly. Traders interviewed in Kotido town said that they currently sell about 15-20 receivers that would be considered expensive in the local context to people from town and rural areas. When asked what they thought would happen if a stronger local signal was on air they replied that they would immediately bring in a stock of low price receivers (selling at approximately 1-2 dollars) as they thought that there would be a very high demand.

Gender and access: The overwhelming majority of women spoken to said that if a radio is owned at household level that it will be viewed as under the overall control of the male head of the household. However most said that they did not feel that this would unduly prevent them from having access to it on a day to day basis.

2.4.3 Peak listening periods

Key periods when people said that they did or were most likely to listen to radio were in the early mornings (6am-9am) and in the late afternoon and evenings (16.00-21.00hrs) as this fitted in with their typical work and domestic routines. These findings are broadly consistent with the results from radio audience research surveys carried in other parts of Uganda.

2.5 Existing listenership patterns

Respondents were asked a series of questions about which radio stations they could hear and most frequently listened to. This information was supplemented by findings from other sources. Findings are outlined and described in the Table below.

Table 5 Stations reported as being heard on FM and MW/SW in northern Karamoja

Band	Name / location	Broad description and features
FM	Nenah (Moroto)	Broadcasts mainly in N'Karamajong and is therefore the most popular station in the region. Signal coverage is however limited in northern Karamoja. It is strongest in the south of the region and elevated areas of Kaabong. Reception is difficult in other areas.
	All Karamoja (Moroto)	This was mentioned by many respondents but did not appear to be on air during the study period. It was the first FM station established in the region and broadcasts mainly in N'Karamajong. However reception was said to be difficult in northern Karamoja and it has probably lost a significant proportion of its audience to Nenah which has a superior signal

Band	Name / location	Broad description and features
	Mbale stations (Open Gate, STEP)	These stations were mentioned by some people in Kotido where they have some listenership as their signals can be quite strong in the early mornings and evenings (due to the relative high altitude of their transmitters). They do not broadcast in N'Karamajong but are liked for their music and have an audience particularly amongst the Mbale traders based in the area.
	Acholi/Luo stations (Piwa, Mighty Fire, Pol, MEGA, Rupiny, Lira)	In some areas of the region stations from neighbouring Acholi and Lango have an audience as they can be heard with reasonable signal strengths in the mornings and evenings (particularly the Kitgum based stations in Kaabong). They do not broadcast in N'Karamajong but are liked for their music.
	Teso stations (VOT and Radio Veritas)	These stations have some audience, particularly in southern parts of the region where they are most likely to be heard. They broadcast in Ateso which is more likely to be understood by many N'Karamajong than other neighbouring languages.
	Radio Akicha (based in Lodwar, Kenya)	This station which broadcasts in Turkana (N'Karamajong) and is based in Lodwar was mentioned by a few respondents in Kotido Town. It is said to be audible in the late evenings.
MW & SW	Those who had access to receivers capable of covering these frequencies reported listening to a number of stations. These included: <ul style="list-style-type: none"> ▪ BBC ▪ Free Africa (based in Tanzania) ▪ KBC ▪ UBC ▪ Other international broadcasters 	In this category the BBC was the station most frequently mentioned by respondents – it was highlighted for its news content and sports coverage by some youth. However listenership is restricted to those able to understand its English or Swahili programming. KBC can be heard with a strong signal on both MW and SW and was mentioned by a significant number of people. Radio Free Africa (a Swahili Station based in Mwanza, Tanzania) was mentioned by a number of people. UBC was mentioned by a few people although most said they could no longer hear it since the loss of its MW transmitters in Pallisa.

2.6 Specific media initiatives

A large number of both government and other agencies are involved in the development and delivery of communications messages in Karamoja. A number of specific media and communications initiatives were identified during the consultation process. These are identified and described below;

Straight Talk Foundation (Uganda): Straight Talk Foundation (STF) was founded in 1997 and specialises in communication for social change. Its target group is adolescents and youth and is particularly known for its work with young people and their parents on education, sexual and reproductive health and child rights. It produces radio shows in 17 languages.

STF has established a small production studio in Moroto which coordinates the production of weekly programmes in N'Karamajong, Lebtur and Pokot. These are aired over the existing FM network (in the case of Karamoja this is currently Nenah FM) with airtime paid for on a commercial basis.

In the context of Karamoja STF approach was innovative in that programmes of high quality are locally produced and young people themselves are involved in the production process. STF has also worked closely with schools, health services, teachers and parents to develop local programme content. They have developed interactions between their radio programme and traditional media (such as drama and music) and new media such as SMS messaging. They have formed strong partnerships with both local government and UN agencies such as UNICEF and UNFPA.

The radio shows are popular amongst their target audience. However in northern Karamoja listenership is affected by poor signal coverage. STF would therefore be naturally interested in making use of any radio platform in northern Karamoja that could ensure that their programmes can be better heard.

UNICEF Uganda: UNICEF is working closely with Straight Talk Foundation and others to support “communication for change” in Karamoja. They are currently closely collaborating on the “Sport for Life” project. UNICEF’s approach to the development of communications in Karamoja is based on social convention theory which attempts to ensure that approaches towards communities are based on an understanding of the reason behind their beliefs and practices and to build on these when developing interventions and promoting change.

Adventist Development and Relief Association: ADRA has been active in Karamoja implementing livelihoods, education, health, governance and other social change programmes, directly and more recently through local community based partners. As part of their livelihoods and advocacy work in northern Karamoja, ADRA supports outreach activities during which it ADRA staff work with local communities to develop radio programmes and advocacy messages. They have recruited a number of staff (N'Karamajong speakers) with media backgrounds to undertake this. This work is expected to continue until late 2012 and is being supported by DANIDA.

PressNow/HIVOS: In late 2009/early 2010 Press Now and HIVOS commissioned an exploratory study on the potential role of the media in the Taker Cluster (covering Karamoja and Turkana). The findings suggested that development of the media could play an important role in the areas development and promote peace building. The report recommended that Press Now/HIVOS should consider supporting the development of a production house producing a programme in N'Karamajong that could be aired over FM stations active in the region as a whole. The status of any plans that Press Now/HIVOS might have to take this forward has not been ascertained.

Uganda Broadcasting Corporation expansion: UBC is the state broadcaster and replaced Radio Uganda. It previously maintained a network of both MW and SW transmitters with programmes relayed from its Kampala studios in a large number of local languages. This included a programme in N'Karamajong but only of 1-hour duration. Since the loss of a MW transmitter in Butebo, Pallisa its signals are heard by very few people in Karamoja. Its audience nationally has shrunk dramatically since the 1990’s as FM stations have come on the air that broadcast to a local area in the language used in that region. UBC has advanced plans to establish a transmitter in Moroto and is the owner of the radio equipment currently located in Kotido Town. It also has permission to use land in the Town for the erection of a mast. As the state broadcaster UBC easily obtains frequency allocations from UCC.

2.7 Programme content and preferences

2.7.1 Views on existing programmes

For the purposes of this report respondents views on programmes they have listened to in N’Karamajong will be the main focus.

Programmes aired on Nenah FM broadcasting from Moroto were by far the most listened to across the groups surveyed. Those who could hear the station were generally appreciative of the fact that they could hear programmes in their own language covering news and issues within the wider region. However the station’s low signal coverage in northern Karamoja remains a considerable barrier to it achieving a wider audience.

A number of other issues were raised during consultations. A significant number of informants said that because it is based in Moroto news and current affairs programmes/features tend to be quite Moroto centric with northern Karamoja not getting the coverage they feel it warrants in terms of news or other programmes. Many people also noted that while the station broadcasts predominantly in N’Karamajong, there are nuances and differences in language between groups across the region which sometimes means that there can be some loss of understanding or, on occasion, misunderstanding caused on specific issues. In one focus group discussion people gave an example where a word which had a harmless meaning in Moroto had a vulgar connotation in Kotido.

The physical distance to Moroto from most areas was also highlighted as a major barrier to people’s active participation in programmes even when they are invited to take part. For example a district official or leader travelling from Kaabong to take part in a talk show on a Moroto station is likely to have to spend at least two nights away and the cost to the district in travel/fuel and subsistence allowances is likely to exceed UGX 250,000.

2.7.2 Programme preferences

There was a marked degree of consensus across the differing strata’s (town, trading centre and manyatta) of people interviewed on what they would like to hear radio programmes cover and address. There was also broad similarity across the two districts surveyed.

- a) Livelihoods: People expressed a strong desire to hear programmes related to livelihood concerns, issues and opportunities on the radio. These ranged from wanting to hear content about animal health/husbandry and agriculture, market information, business development and skills and labour opportunities.
- b) Health: Significant numbers of respondents said that they wanted to hear programmes or information about health issues including; how to cure or prevent common diseases, maternal and child health, HIV/AIDS and nutrition. People said that any radio station should broadcast information about epidemics in the area and deal with epidemic preparedness.
- c) Peace and security: Despite the widespread relative calm now prevailing in the area information on security issues and peace promotion was highlighted by most people as being of high importance. Views on how this could best be achieved ranged from the broadcast of early warning messages to preempt and mitigate cattle raids to hearing elders and leaders discuss the outcome of peace dialogues. Elders and political leaders in particular felt that coverage of peace meetings and agreements reached would assist in ensuring the commitment and compliance of all parties.

- d) Education: Many people felt that radio could play an important part both in educating people on a range of topics but also in encouraging and supporting school enrolment and attendance. Women in particular mentioned this and stressed the importance of girl child education being raised and discussed on the radio.
- e) News: Most people highlighted news as being of primary interest. There is a strong desire to hear local news but also national and international items. In one focus group discussion people said that they wanted to be “kept informed about what was happening in Kampala” and currently had no means of doing so. A few people expressed interest in hearing reviews of the daily papers on the radio.
- f) Music: A strong preference was expressed to hearing local music amongst both the older people and the youth. It is worth noting that there are a number of local artistes who produce “modern” music in N’Karamajong and are very popular. Luo music is also currently very popular and people said that they would like to listen to some national and international artistes as well.
- g) Greetings and announcements: These are a popular feature with audiences on most FM stations and Karamoja seems to be no exception. Most people said that the airing of greetings and announcements is important although some did nuance this by saying that they did not like to hear people on the radio who were drunk or angry.
- h) Early warning/disaster preparedness: This was mentioned by a number of respondents who felt that programmes could play an important part in alerting to potential risks and how their impact might be mitigated. Examples given included the failure of rains, epidemics (animal and health), floods and environmental degradation.
- i) Domestic and gender based violence: Both men and women in many focus groups said that messages should be aired on this subject although it was stressed more by women. The manner in which this was raised suggested that this issue has been the focus of significant messaging in the recent past as the language used by respondents to describe these issues seemed somewhat external.
- j) Sports news and coverage: A number of young people expressed a strong desire to hear sports news and coverage of sports events on the radio. Football was mentioned in particular but also athletics.

*“Not a Saturday
afternoon passes by when
the football is on that me
and my friends don’t go
up that hill over there
with this radio so that we
can hear the Premiership
results – it’s the only way
we can hear them”
(young man in a trading
centre in northern
Kaabong)*

2.7.3 Sensitivities and concerns

People were asked a number of questions about what sorts of content or programmes that they would not wish to hear broadcast over the radio or they felt should be handled with particular sensitivity. A number of issues emerged.

Vulgarity and abusive language: Most informants said that they did not wish to hear offensive and abusive language over the radio. They included in this personal attacks on other people or groups, foul language and disrespectful comments.

“Lies” People in one focus group in particular said that it was important that accurate and truthful information was provided over the radio – they said that they did not want to hear what they

described as lies. They gave as an example a time when they were encouraged to prepare land and plant because rainfall was imminent and then no rain came. This highlights the importance of careful and accurate messaging and information provision if community trust is to be built and maintained.

Death announcements: Concerns about death announcements emerged as an extremely sensitive issue at community level. The vast majority of people felt that these were potentially harmful as they could induce great fear and upset amongst those who knew the deceased. People said that they knew obituary announcements were popular in other areas but felt that they would be very dangerous in Karamoja.

Some respondents from within the district authorities or urban dwellers were somewhat dismissive of this issue when it was raised with them. However documented accounts about cultural responses to death amongst the Karamajong do suggest that when someone dies there can be extreme reactions within the community and that attempted suicide amongst women under such circumstances is not uncommon. Any announcements concerning the death of members of the community clearly would need to be handled with sensitivity.

Politics and security: Given the history of violence in the region and the often strained relationship between communities and security forces it was surprising that most people spoken to felt that political and security issues could and should be discussed on the radio. When probed further about this it was however apparent that there are underlying sensitivities that would require careful consideration in terms of coverage and handling. Encouragingly most district officials and political leaders spoken to recognised that any news coverage would have to cover potentially contentious issues and could stimulate substantial debate and criticism of central and local government and other leaders. This they felt was not necessarily a cause for concern as long as coverage was seen to be balanced and accurate. Whether this would be the case in reality, especially if the security situation deteriorated and there was criticism of security agencies, remains to be seen. It is likely that there would also be challenges and tensions at particular periods, for example on the run up to elections. Any programme or content covering these issues will need to approach these issues in a carefully considered and professional manner.

2.8 Technical issues related to achieving broadcast signal coverage

2.8.1 Factors affecting signal coverage

FM (or VHF) transmission is usually by line of sight and signal coverage is therefore dependent on four main factors including the power output of the transmitter, altitude of the transmitting site, height of the antenna tower, antenna gain and terrain within the desired service area.

MW and SW transmissions are not so dependent on terrain and make use of propagation that enables signal to go beyond the curvature of the Earth by bouncing off the ionosphere. However MW and SW require considerably higher power outputs and elaborate equipment and antenna systems to achieve signals of good broadcast quality and radio receivers that cover these frequencies are of higher cost than more basic receivers that simply cover FM and can be produced at a low cost. MW and SW signals are also more prone to interference and extraneous noise caused by weather conditions and atmospheric disturbances which can make reception difficult and noisy. FM has therefore become the preferred option for local stations which desire to achieve regional coverage.

Terrain and altitude:

Spot heights recorded during the study are attached as Annex 4. Kotido District is relatively flat with an average altitude above sea level (a.s.l) of 1,200m. Kaabong is significantly higher with an average a.s.l of 1,500m. The district is increasingly modulated by hills towards the North and the East. There is also a range of hills along the district's western border with Kitgum district. Abim has approximately the same average altitude as Kotido but is interspersed with rocky outcrops.

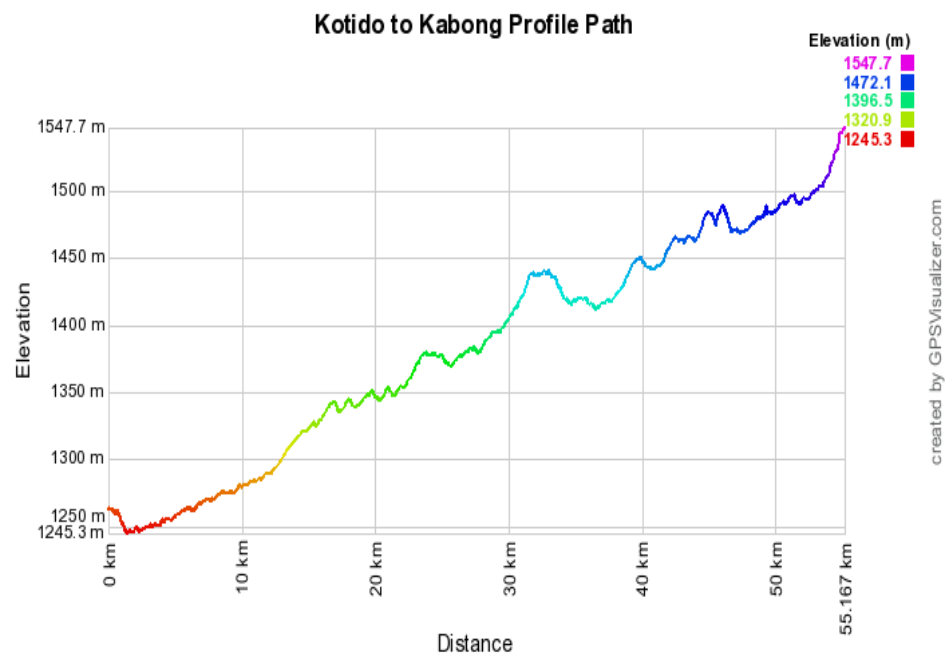


Figure 2 Kotido to Kaabong profile

Terrain is likely to pose a significant challenge in adequately covering the area with an FM signal. Given this, optimally a transmitter should be placed on the highest point available to achieve maximum coverage.

Antenna gain: Coverage area can be improved by using a high gain antenna system. Although their capital costs are quite substantial, high gain antenna systems have small recurrent costs when compared with the power consumption of a transmitter.

Power output: FM broadcast coverage area is also dependent on power output of a transmitter with higher power obviously resulting in stronger signal. However higher power output is nowhere near as important as antenna gain in terms of signal strength. Power output can be doubled whilst still only resulting in a 3-decibel gain in signal strength which might give only a relatively small improvement in overall coverage.

The power output that can be practically achieved is also affected by a number of other factors. The Uganda Communications Commission is increasingly unwilling to issue licences for transmitters of higher than 2KW output due to concerns over potential co-channel or cross channel interference. More importantly there are significant constraints related to the unavailability of grid power supply in both Kotido and Kaabong.

2.8.2 Feasibility of attaining area coverage

During the study the issues identified above were examined to assess the feasibility of attaining coverage. Optimal coverage was defined as the broadcast of a signal that would reach an audience in all three districts in northern Karamoja that would be capable of being heard on relatively low cost FM radio receivers. A number of potential transmission sites were examined in Kotido and Kaabong. Selection criteria was that they were high and unobstructed locations and were accessible by 4-wheel drive vehicle. Two sites (one in Kotido and one in Kaabong)

were identified as potentially optimal for transmission purposes. These are described in the Table below.

Table 6: Description, coordinates and altitude of potential optimal transmission sites

Site description	Longitude (E)	Latitude (N)	Altitude (M)
Kotido town near MTN Tower	34° 06'59"	03° 00'40"	1268
Kaabong near Airtel tower approx 4km from town	34°05'42"	03°31'49"	1622

Data collected was subjected to Radio Frequency (RF) signal and path computerised prediction modeling which was carried out by an external provider to the requirements provided. The results of this are presented in the figure below.

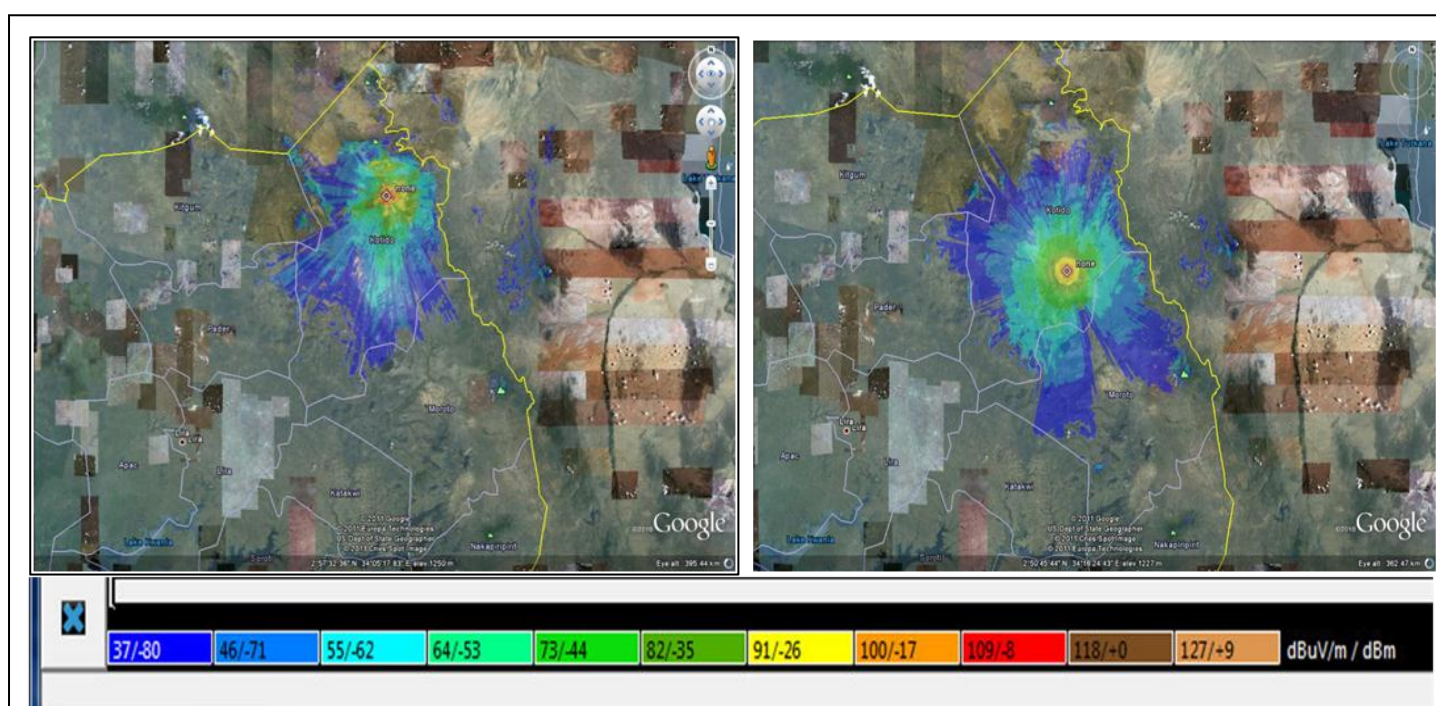


Figure 3 FMSignal predictions from two potential transmission sites in Kaabong (L) and Kotido (R) with colours reflecting signal strength in decibels

The findings suggest that it would not be possible to achieve the FM coverage desired using a single transmitter of average power situated in either Kotido or Kaabong. However linked transmitters installed at both locations would cover a considerable part of the area with the required signal strength including areas of highest population density in both Kotido and Kaabong. The attainment of signal coverage over large parts of northern Karamoja is therefore technically feasible.

However it should be noted that signal reception would still be problematic in some areas, notably the far North of Kaabong (much of which contains Kidepo national park) and parts of south western Abim (which has a low population density). If additional transmitters were installed it would be possible to fill in these gaps. However the costs of doing would be very high and for the purpose of this study this was not considered feasible and has therefore not been modeled.

The two transmitters would need to be linked to a studio facility. This is usually achieved using a small transmitter operating on an ultra high frequency (UHF) that feeds the signal to the FM transmission site for rebroadcast or this mechanism can be used to link remote transmitters. These devices are known as studio to transmitter links or STL. Occasionally transmitters are linked by locating an off air receiver at one site which picks up the FM signal from the other and rebroadcasts it on another frequency higher or lower up the FM band (although UCC are usually reluctant to allow this due to concerns associated with co-channel interference).

Kaabong – Kotido UHF and VHF path analysis suggest that neither STL or off air FM pick up and rebroadcast would be technically feasible. Therefore transmitters at these locations would need to be linked using a VSAT uplink and a satellite receiver as the downlink.

2.8.3 Power supply issues

Neither Kotido nor Kaabong are on the national electricity grid. In Kotido there is some hope that in the medium term the grid may be extended from either Abim or Moroto (where it is due to arrive this year). However discussions held with the Uganda Electricity Distribution Company (UEDCL) and the Rural Electrification Agency (REA) suggest that there are significant resourcing issues which makes it unlikely that either location will be connected to the grid within the next three years.

There are also plans to install thermal generating plants in both locations. In Kotido there is a proposal to relocate the thermal plant currently in use in Arua when the hydro scheme there is commissioned. While this is anticipated in the near future it has to be pointed out that the commissioning of this scheme has been subject to considerable delays. In Kaabong there are proposals to relocate the thermal plant currently in use in Moroto when that town is connected to the grid this year. However in practical terms the tariff for power generated from these plants would be significantly higher than that obtained in other parts of the country from the national grid.

In practical terms any radio station operational in the area will face considerable economic and practical constraints associated with power supply for both its transmitters and studios and is likely to have to generate its own power.

2.9 Existing broadcast equipment and facilities

2.9.1 Equipment located within Kotido Town

The Terms of Reference for the study highlighted that there was already some broadcast equipment located in Kotido Town which the local government had suggested could be available. Steps were taken to ascertain the ownership, location, and type and working condition of this.

Ownership: The equipment in question was originally part of a larger consignment of equipment supplied some years ago through funding from the World Bank to the Ministry of Health with the intention of establishing a number of radio stations that would be used for health information messaging on sexual and reproductive health.

The MoH failed to implement the project so the equipment was never installed. Following discussions at national level, equipment from this project was handed over to the Ministry of Information and is now legally owned by the Uganda Broadcasting Corporation (UBC). UBC has planned to install the equipment and use it to rebroadcast national programme streams but has so far been unable to earmark resources to do this.

Location: The equipment is currently located on land situated within the Town at a high point adjacent to the MTN Tower. The land is owned by the Lands and Survey Department of Kotido District but it was agreed that UBC could use this site to erect a mast and house the transmitter.

Type and working condition: The equipment consists of a 2Kw FM transmitter and accessories, a 45M mast and satellite receiver and dish. There is no studio equipment. Some physical works have been undertaken on the site including the mast foundation and base plate. It was not possible to physically inspect the transmission equipment but it can be assumed that given that it has been left unused for over five years and exposed to the elements that it will be unserviceable. However the 45M mast and satellite dish should be in a usable condition and are assets of considerable value.

2.9.2 Equipment located in Kaabong

While in Kaabong the study team was informed of the presence of equipment which was said to be stored behind the Police Station. On inspection this consists of a sectional antenna mast of approximately 25M in height which is not erected. There do not appear to be guy wires or a base plate.

Enquiries failed to ascertain the precise ownership of this mast but its physical appearance suggests that it is for use with communications rather than broadcast antennas and is of a type that has often been used by the Ministry of Health to link health centres.

2.9.3 Shell studio located in Kotido Town

The Kotido Catholic Diocese had intentions to establish a radio station located in Kotido town. A custom built studio building has been constructed at a location on the Moroto road not far from the centre of town. This was physically inspected. It consists of a number of rooms two of which are clearly designed to be studios and a number of others which could be used for offices. The super structure is complete but no internal fittings are in place. The study team was informed that some studio equipment had been procured. However it was not possible to inspect this as no one knew where it was located. This intervention was apparently being managed by one of the priests based at the Mission but he left some time ago. Whether implementation will now take place remains unclear.

2.9.4 Equipment donated by the European Commission

In 2009 the European Commission became embroiled in an issue of considerable controversy after it had donated radio equipment for the establishment of a station in Karamoja. A dispute emerged between those involved in the project which included political figures within and outside Karamoja and the UPDF with accusations traded on all sides about the ownership and use of the equipment.

The station has never gone on the air and the EC re-possessed the equipment and removed it from the region. This project is the subject of ongoing contention and debate. When attempts were made to arrange a meeting with the EC to discuss this project the study team was told that they were still holding internal discussions on the matter and were not in a position to have a meeting. It was not possible to obtain even a list of the equipment that was procured. In meetings with political leaders at both district and national level this intervention was consistently raised and clearly remains an issue which can invoke strong reactions.

2.10 Regulatory frameworks and institutional issues

2.10.1 Licencing and broadcast regulations

There are two bodies responsible for oversight of radio and TV broadcasting within Uganda. The Uganda Communications Commission (UCC) is responsible for frequency spectrum management and control and the Broadcasting Council (BC) is responsible for oversight of content and standards. The two have recently been merged under the overall auspices of UCC.

Private FM broadcasters licences are usually issued (following an appraisal process) to registered companies or other registered entities. The written regulations do not exclude the issue of licences to registered Non Government Organisations. However in practice it seems that the issue of a licence to an NGO is extremely difficult and there has been a recent instance where an international NGO attempted to obtain a broadcast licence and this application was refused. Following recent experiences of tensions between some operators and government about programme content and coverage of specific issues it is likely that appraisal processes have become stringent. Applicants are required to submit a formal application which should be accompanied by:

- Written permission from the Broadcasting Council allowing the applicant to establish broadcast station in Uganda in a particular town;
- Company profile (to include certified photocopies of the certificate of registration or incorporation of the company or NGO registered in Uganda and Memorandum and Articles of Association);
- An Engineering brief of the project whose format should include technical specifications of broadcast and studio transmitter, technical description of system, which include: diagram of network, configuration, and network implementation schedule;
- Broadcast coverage areas ;
- Fully completed UCC 4002-SMF-01 forms for transmit and receive radio station/s to be installed (copies of the forms are available on the UCC website).

Community radio licence: Licencing is also apparently available for community radio stations (intended to cover a small geographical area on low power). However the precise rules, regulations and processes do not yet seem to be codified or documented. The study team was informed that community radio licence holders are not permitted to collect advertising revenue or revenue for paid programmes.

2.10.2 Available institutional models

Any radio station operational in northern Karamoja will have complex management and institutional issues that will need to be addressed both at its inception and on a day to day operational basis. The establishment of firm institutional architecture from the outset will therefore be essential. Considering the issues highlighted in the sections above (technical, power supply, licencing etc), institutional models and approaches that could provide a framework for oversight and management within the existing national laws for a radio station have been identified and analyzed in the Table below. These include; joint venture, public private partnership, non-governmental organization and trusts.

Table 7: Institutional Models of potential significance related to the establishment of a radio station

Institutional Model	Description	Advantages	Disadvantages	Applicable national law
Joint Venture	<p>A Joint Venture occurs when two or more companies pool their resources and expertise to achieve a particular goal. The risks and rewards of the enterprise are also shared. The structure of a joint venture depends on the objective to be achieved by the companies. Structures include:</p> <p>I.By contract. Agreeing to co-operate with another business in a limited and specific way, usually in the short term.</p> <p>II.Setting up a limited liability company. A joint venture company like this can be a very flexible option. The partners each own shares in the new company and agree how it should be managed.</p> <p>III.Setting up a partnership. As above, two legal entities can form a partnership to perform a particular function.</p> <p>In this particular case, an example would be the Uganda Broadcasting Corporation under the ICT Ministry partnering with a private company to set up a radio station. They set up a limited liability company where both UBC and the private company have shares in the said limited liability company.</p>	<p>a. They are easy and quick to set up</p> <p>b. The parties can agree on the terms to govern their relationship</p>	Some parastatals are restricted by the law from entering such arrangements.	<ul style="list-style-type: none"> ▪ The Companies Act ▪ Income Tax Act (in case a limited liability company set up) ▪ Uganda Broadcasting Corporation Act (in case of a joint venture with UBC)
Public Private Partnership (PPP)	This is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. PPP involves a contract between	<p>a. Speedy, efficient and cost effective delivery of projects</p> <p>b. Value for money for</p>	Usually high transaction costs required for their set up. This is a result of the complexity of the	This would depend on the law governing the particular government authority. For example

Institutional Model	Description	Advantages	Disadvantages	Applicable national law
	<p>a public sector authority and a private party, in which the private party provides a public service and assumes substantial financial, technical and operational risk in the project. Government contributions to a PPP may be in kind (for example the transfer of existing assets). The government may support the project by providing revenue subsidies, including exemptions or by providing guaranteed annual revenues for a fixed period.</p> <p>PPP are often seen as a method to finance public services/goods when the public budget is limited. Through outsourcing to the private sector capital for initial investments can be raised by private sector and the budget implications for the Government are spread out over a number of years.</p> <p>Normally, a private sector consortium forms a special company called a "special purpose vehicle" (SPV) to develop, build, maintain and operate the asset for the contracted period.</p> <p>The only difference between this arrangement and the joint venture mentioned above is that in the PPP, government does not necessarily need to have shares in the SPV.</p> <p>In Uganda, PPPs are quite new and have mainly been used in big projects like construction of roads, dams etc where government does not have the funds to finance the project.</p>	<p>the taxpayer through optimal risk transfer and risk management</p> <p>c. Accountability for the provision and delivery of quality public services through a performance incentive management/regulatory regime</p> <p>d. Effective utilisation of state assets to the benefit of all users of public services</p>	<p>relations between the diverse parties and because of the long duration of these relations.</p> <p>Usually high capital costs, and the culture gap between public and private sectors.</p> <p>Often there is strong government interference during project implementation</p> <p>Or Government beauracracy which may slow down the pace of project implementation</p> <p>Suitable for big transactions like construction of infrastructure</p>	<p>in this case, radio stations fall under the ICT ministry and are regulated by Uganda Communications Commission, therefore the law applicable would be;</p> <ul style="list-style-type: none"> ▪ The Uganda Communications Act ▪ Companies Act (governing the new entity created as a result of the PPP)

Institutional Model	Description	Advantages	Disadvantages	Applicable national law
Non-governmental Organisation	In Uganda, there are two main categories of NGOs highlighted in the NGO Act; foreign NGOs and local NGOs. NGOs are registered with the NGO Board. NGOs have founders who are called promoters. NGOs can also have members who may be as many as the NGO wishes, but it is not mandatory for an NGO to have members.	<ul style="list-style-type: none"> ▪ They are exempt from paying corporate tax ▪ They can easily get tax waivers 	<p>The registration process for NGO can be long and arduous and could last up to 3-4 months</p> <p>The requirements for registering the NGO are quite many</p> <p>The founders/promoters must be individuals and not entities</p> <p>The entity must be a charitable organization and the income and profits that accrue must be reinvested in the organization.</p> <p>However, there are instances where government may enter into a Memorandum of understanding with an NGO especially one that is carrying out activities that benefit the public. In such cases, government can for example give land to the NGO, grant waivers for some taxes like VAT,</p>	<ul style="list-style-type: none"> ▪ The Non Governmental Organizations Act ▪ The Non Governmental Organisations (amendment) Act ▪ The NGO regulations ▪ Income Tax Act

Institutional Model	Description	Advantages	Disadvantages	Applicable national law
			import tax etc, and provide expert personnel etc.	
Trust	Under the trustees Incorporation Act, anybody or association of persons established for religious, education, literacy, scientific, social or charitable purpose, such trustees may apply to the minister of lands for a certificate of registration of the trustees as a corporate body. Trusts are ideal for associations, charitable organizations etc. However, there are some trusts that have been established by an Act of parliament and government appoints the board of trustees. For example the Uganda Foundation for the Blind is a trust established by an Act of parliament.	<ul style="list-style-type: none"> ▪ They are not as rigorously regulated by the law compared to companies ▪ They are easier to manage 	<p>The registration process for trusts can be long up to 4-6 months</p> <p>It is a requirement for the trust to own land or indicate plans of acquiring land. This is why trusts are registered in the lands registry</p> <p>The trust property belongs to the beneficiaries and not the trustees.</p> <p>The trustees are accountable to the beneficiaries</p>	<ul style="list-style-type: none"> ▪ The Trustees Incorporation Act ▪ Trustees Act

2.10.3 Views on involvement in management and decision making

Respondents were asked for their views on how any radio service should be managed so as to ensure that it delivered programmes of high quality and represented the views and interests of a wide range of groups. They were also asked how it might be set up in such way as to manage difficult issues or problems that it might face. Across all categories and strata of people consulted there was a high degree of consistency in responses on these issues.

Involvement in oversight and management: The following groups were mentioned as of importance in providing advice support and oversight to any initiative;

- Local Government (technical and political) from Abim, Kaabong and Kotido
- Religious leaders
- Elders and opinion leaders
- Security agencies (mentioned were the DISO's, Police and Office of the RDC)
- Local civil society (CBO's representing specific groups/issues such as the disabled etc)
- Representatives of international NGOs or other agencies (but it was stressed by some people that this needed to be from groups who had been in the area for a long time)
- Women
- Youth

A number of people said that the selection process for inclusion in any oversight mechanisms should stress the need for the involvement of people who were known to have integrity and who were trusted by the community. One person stressed that it was important that people were involved on the basis of the knowledge and competency they had to contribute and speak on a particular subject or issue not just because they were there to make up the numbers.

Importance of professionalism A significant number of people at both community and district leadership level stressed that in their view one of the most effective ways of managing potential challenges and difficulties would be to ensure that those running the project were appropriately qualified and practiced high degrees of professionalism in terms of their approach to journalism. They felt that this would be the best way of ensuring editorial independence and managing any difficulties that might arise on contentious issues.

Organisational structures: There was very limited discussion or responses on the nature of any formal management structures.

2.11 Stakeholder analysis

Key stakeholders were identified in the proposal and efforts were made to ensure that the views of these individuals and groups were identified during the study. They were defined as those with either a specific interest in any potential radio service in northern Karamoja or those whose support, or at least acceptance, of any planned intervention would be critical to its establishment and sustainability. Groups of stakeholders were identified and their core interests assessed. An analysis of the views they put forward was undertaken and key emerging issues have been outlined.

The results of this are presented in the Table below. In some cases related issues have already been raised and discussed on other sections of the document.

Table 8: Stakeholder Analysis

Stakeholder Group	Core Interest	Analysis
Community <i>Sub / special interest groups likely to include</i> <i>Women</i> <i>Men</i> <i>Youth</i> <i>Elders</i> <i>Religious leaders</i>	<p>Listeners and participants in programme development and content</p> <p>Also potentially commercial users in terms of remittances for announcements etc.</p>	<p><i>Strong support amongst all community groups.</i></p> <ul style="list-style-type: none"> • Support of the elders /key opinion leaders would be critical to ensuring that any station was able to meet development and peace building objectives • Capturing and maintaining an audience amongst <i>the</i> youth important to achieve impact in a number of key areas. • Strong support for radio service amongst religious leaders across all denominations and faith groups. Many expressed willingness to work together on issues common concern (e.g. representation on a Board). However this is likely to require careful thought and brokering • See radio as a means of getting their voices heard – including on difficult or contentious issues involving both Government and other service providers (such as NGOs or UN agencies)
Local political leaders <i>Including District Leaders and Members of Parliament</i>	<p>Interested in establishment of a station and are actively promoting its development</p> <p>Obvious interest in programme content and will want to be able to be heard on any station</p>	<p><i>Overall strong support from amongst local political leaders</i></p> <ul style="list-style-type: none"> • Members of Parliament interviewed were supportive but previous issues related to the EC project have created tensions and potential for misunderstanding that would require careful handling • MPs and district political leaders feel a strong sense of ownership towards the current scoping study with some of them feeling that they have played a catalytic role in already. This presents opportunities but could also present challenges in terms of perceived independence and status of any service. • Recognition that any station covering news/current affairs would sometimes raise critical or contentious issues. Most expressed no discomfort with this but likely to be an in issue in reality – particularly during specific periods such as elections. • Potential for political leaders to become involved in contesting where any service is located (between Kaabong and Kotido) and any board composition

Stakeholder Group	Core Interest	Analysis
National Government <i>Including relevant line ministries and the Office of the Prime Minister</i>	Potential sources programme content and information – but will also (in the case of OPM) have political interest and concerns.	<i>Broadly supportive</i> <ul style="list-style-type: none"> Recognition of need for radio in northern Karamoja and see its value in terms of promotion of government programmes and overall development in the region Potential for difficulties over programme content and approaches to development and policy issues. Important source of potential revenue in terms of spot messages / sponsored programmes through line ministries and programmes (e.g. health, NAADS etc)
Local civil Society <i>Including local CBO/NGO's, faith based groups etc.</i>	Potential users and partners in any station in terms of development programme content and messaging	<i>Strongly supportive</i> <ul style="list-style-type: none"> See obvious value in provision of a radio service. Many would wish to use any station to publicise their programmes and activities. Potential source of some revenue and technical support Also potential for tensions and competition/mistrust between groups and with the service over extent of their engagement in the day to day management – reflecting already existing competition within and between some groups Some may find exposure to and critique of their activities on programmes such as news difficult.
Local Government technical staff	Potential users and partners in any station in terms of programme content and messaging	<i>Strongly supportive</i> <ul style="list-style-type: none"> Enthusiastic supporters of potential role of a service. Important source of technical support in terms of programme content / advice and potential role in management mechanisms Important potential source of revenue in terms of booking of airtime and announcements Potential tensions around exposure to and critique of district programmes and activities in news/current affairs Kotido District expressed willingness to identify and allocate land for studios etc.
External /International NGOs and UN Agencies	Potential co-financiers at both project level and also individual programme sponsorships and development.	<i>Strongly supportive</i> <ul style="list-style-type: none"> All agencies spoken to supportive of need for and potential role of a radio service. Potentially important sources of technical support and revenue in terms of booking of airtime and sponsored programmes Markedly different levels of understanding and views amongst this group on appropriate approaches towards messaging and programming reflecting level of

Stakeholder Group	Core Interest	Analysis
		knowledge and differences of opinion on issues such as livelihoods, advocacy etc. Potential tensions around this.
External funding agencies (donors)	Potential financiers of any initiative with interest in broader impact in terms of development impacts and their programmes	<p><i>Broadly supportive</i></p> <ul style="list-style-type: none"> • Most recognise potentially important role radio service might play in furthering development and peace building efforts. • Tensions between donors and government over policy responses and focus in the region, and legacy of the EC radio project, likely to make some more risk averse and cautious in their approach. • Valuable potential source of capital financing to establish any service but also potentially very important source of political support and brokering role on key issues.
Security agencies	<p>Potential users of the station in terms of messaging and communications.</p> <p>Will have a strong interest in programme content from a security perspective</p>	<p><i>Ambivalent</i></p> <ul style="list-style-type: none"> • Many of those spoken saw potential valuable role a radio service could play in terms of security and development. • Experience and concerns in relation to issues surrounding EC radio project still prominent in people's minds and will influence and attenuate their responses to any initiative. • Likely to be highly sensitive to any criticism of security responses or even of central Government. This risk is likely to be heightened if security situation deteriorated. • It is possible to identify individuals on the ground who have a broader understanding of conflict and security issues – potential to engage with them on helping manage concerns and any tensions
Uganda Broadcasting Corporation	State broadcaster – sometimes under pressure to improve its coverage of the area.	<p><i>Formally unknown</i></p> <ul style="list-style-type: none"> ▪ UBC has come under occasional pressure to re-establish a service and improve coverage to an audience in Karamoja. ▪ It is in the process of installing transmission equipment in Moroto – although this is unlikely to provide good coverage in northern Karamoja and will carry programmes in regional eastern languages that are not N'Karamajong ▪ UBC are also the owners of the radio equipment currently located in Kotido Town but have lacked the capital resources to install this. ▪ Informal contact with UBC senior staff suggested that there may be the potential for partnership with UBC over the use and development of transmission assets.

Stakeholder Group	Core Interest	Analysis
Uganda Communications Commission	Regulatory authority – responsible for licensing and spectrum regulation. Now includes Broadcasting Council who have oversight over standards	<p><i>Largely neutral</i></p> <ul style="list-style-type: none"> • Licence application process likely to be lengthy. Important that all technical requirements for completing an application are properly identified prior to any application being submitted. • Recent tensions between Government and some radio station operators on issues related to programming might mean that more stringent scrutiny is made of any application and institutions involved.
Commercial advertisers <i>Including; mobile telephony providers, Coco-Cola etc and also a probably limited number of local businesses</i>	Long term sustainability dependent on income generation	<p><i>Ambivalent</i></p> <ul style="list-style-type: none"> • Those spoken to expressed interest in any initiative. Major advertisers who use radio nationally would be likely to book some advertising on any station covering the area to promote expansion and brand awareness. • But market is limited in northern Karamoja in terms of population density and purchasing power – making it less attractive than many other areas. • Airtel expressed potential interest in partnering with any programme through their corporate social responsibility initiatives.

Opportunities and Challenges

In this section the potential opportunities that could be offered by an intervention are set out and the key challenges and issues, drawn from the study findings, are explored in detail. Potential options are identified and summarised.

3.1 Analysis of need and potential objectives

3.1.1 The case for radio

Karamoja region as a whole has the worst development indicators in Uganda. There are striking examples of high levels of marginalisation. Many people feel a strong sense of alienation from Uganda as a whole. People in the region do not have adequate opportunities to express their views and opinions or participate effectively in planning processes. Partly as a consequence of this many development policies, programmes and service delivery models do not take the views and aspirations of the community into account and are thus not adapted to their specific livelihood priorities, needs or cultural values.

This situation is mirrored within much of the messaging and information exchange that presently takes place. There are few opportunities available to many of the poor to participate in the design of communication strategies or programmes and to use such media to help inform policy and programme delivery and promote dialogue within and between communities. As elsewhere people also wish to have access to news, information and entertainment; currently few have the opportunity to do this.

There is therefore a clear need and strong support for radio programmes that reach people in their own language and meet their specific needs. Given that the area is relatively sparsely populated, has had frequent security problems, and that literacy rates are low, radio is the most appropriate medium to reach a large audience in the most cost effective way.

The study found that while existing stations broadcasting in N'Karamajong can be heard in some parts of northern Karamoja they do not have either the broadcast coverage or specificity of programmes desired by the audience.

Whilst levels of radio ownership are currently low and levels of listenership fall well below the national average the study findings suggest that these would probably rapidly rise if there was a signal loud to be heard on radio receivers that could be afforded by the poor and one which was carrying relevant programmes.

3.1.2 Potential objectives and approaches

Objectives: Any intervention in northern Karamoja should have a number of overarching objectives. It should aim to;

- a) Provide the population of northern Karamoja with accurate news, information and entertainment on issues of priority concern to them in their own language(s)
- b) Promote peaceful co-existence and security through the fostering of dialogue within and between groups and the provision of coverage of peace events and processes
- c) Provide opportunities for people to engage in dialogue and debate on a wide range of issues by actively involving the community in the development of programmes
- d) Help foster a culture of accountability and promote responsiveness amongst duty bearers and service providers through information dissemination, rights promotion and the provision of spaces for the community to air their views on service delivery.
- e) Help better inform policy and decision makers in the region and beyond about Karamoja and the wishes and aspirations of the population

“A radio should bring Karamoja to the World and the World to Karamoja” (Opinion Leader – Kotido)

Approach: In order to achieve the above it will be essential that any radio service proactively seeks to involve communities in the development of programmes and finds means of ensuring that its output is continuously informed by their views and priorities. The audience should not just be seen as the passive recipients of information to enable them to better themselves.

3.1.3 Strategic fit with Oxfam GB Uganda objectives

For Oxfam in Uganda it is important to consider whether or not support to any initiative would be aligned to its stated objectives at both national and Karamoja programme level. This is explored in the Table below.

Table 9: Analysis of strategic fit with Oxfam NCS and Karamoja Programme Objectives

Suggested Objective	Relevant NCS Propositions	Relevant Karamoja P. Objectives
Provide the population of northern Karamoja with accurate news, information and entertainment on issues of priority concern to them in their own language(s)	SP1: Reducing rural poverty SP 2: Increasing resilience to disasters SP 4: Promoting women's rights	Increased access to production services To build assets, economic opportunities and resilience
Promote peaceful coexistence and security through the fostering of dialogue within and between groups and the provision of coverage of peace events and processes	SP1: Reducing rural poverty SP3: Building accountability	Increase knowledge and reduce acceptance to domestic violence
Provide opportunities for people to engage in dialogue and debate on a wide range of issues by actively involving the community in the development of programmes	SP5 promoting rights of marginalized groups SP 4: Promoting women's rights	Increased access to production services To build assets, economic opportunities and resilience Strengthen accountability mechanisms and promote active citizenship

Suggested Objective	Relevant NCS Propositions	Relevant Karamoja P. Objectives
Help foster a culture of accountability and promote responsiveness amongst duty bearers and service providers through information dissemination, rights promotion and the provision of spaces for the community to air their views on service delivery.	SP3:Building accountability	Strengthen accountability mechanisms and promote active citizenship
Help better inform policy and decision makers in the region and beyond about Karamoja and the wishes and aspirations of the population	SP5 Promoting rights of marginalized groups	Increased knowledge and responsiveness of national policies.

3.2 Key issues

Any initiative to establish or maintain a radio service in northern Karamoja will need to take into account a number of key issues. Generic issues are described in the sub-sections below. This section also includes a brief analysis of the level of institutional risk to Oxfam GB.

3.2.1 Institution creation

Any radio service will require day to day and strategic management of a significant number of complex technical, political, administrative and financial issues. This will include the need to have the capacity to recruit, retain and manage a number of staff with specialist skills and experience in the region and ensure that others are trained and developed. This will require dedicated management. While these tasks could be handled initially by project management arrangements, in the long term appropriate institutional arrangements will need to be put in place to ensure that the service continues to operate as a viable entity.

The study did not identify any current institution that could or should fulfill this role. The creation and development of a viable entity and associated structures and systems would therefore need to be an integral component of the implementation of any intervention that is seen as important and vital as the production and broadcast of programmes themselves.

3.2.2 Managing political risk and competing voices

Insecurity and violence have had a severe impact on Karamoja and its people. One legacy of this is that relationships between groups within the region and between the Karamajong and their neighbours have often been severely strained. While there is currently a degree of relative peace there are ongoing tensions between sub-groups in the area. Relationships with central government and between the community and security actors are also often affected by high levels of mistrust. Local politics often reflect these underlying issues. Central government policies and approaches to both security issues and development have arguably often exacerbated problems in the region and contributed to feelings of alienation and marginalisation.

There is much a radio service can and should do to promote dialogue and give people voice. However there is also a considerable risk that it will be difficult for it to avoid itself sometimes becoming the focus of criticism and blame as it tries to fulfill its mandate. A large number of groups will at times probably seek to compete to use the radio as a platform to further their own

interests. Political capture is therefore a real risk. There is also a risk that inappropriate use of any radio service could inflame tensions between groups rather than help promote peaceful coexistence.

Space for dialogue in Karamoja is currently limited and accountability mechanisms are weak. Any radio service should be proactively trying to expand space for dialogue and promote better accountability and responsiveness. However there is considerable risk that this could potentially set the service on a collision course with powerful interests and groups at both national and local level.

If the service is to address the needs and views of its audience it cannot be too risk averse and will need to find ways of addressing and raising contentious and difficult issues. However it will be critical from the outset that any service finds mechanisms to have early warning of and effectively manage critical risks if it is to remain on the air. These should include;

- A clearly articulated and disseminated editorial policy that follows strict rules and procedures that ensure very high standards of professional journalism and accuracy making sure that all groups are given an opportunity to respond to any difficult issues/criticisms made.
- Clear rules and procedures to be followed about what to do if someone being interviewed or involved in a phone in/talk show becomes abusive or behaves inappropriately
- High levels of discernment amongst senior staff when deciding how and when to cover an issue or news story.
- Conflict sensitivity and awareness.
- Inclusive and participative institutional structures that actively seek to involve a wide range of stakeholders from across key interest groups both in programme development and feedback mechanisms
- Regular review and analysis of output, programmes and forward production schedules to evaluate whether they are fair, balanced and inclusive
- Regular dialogue and contact with key decision makers and opinion leaders both in order to identify potential emerging tensions and to continuously explain the services objectives and approach.
- The provision of training to local political leaders and opinion leaders on media handling and how to present themselves effectively over radio

3.2.3 Programming

Content and schedules: Specific programme schedules will need to be developed depending on the number of hours the service is actually able to be operational. Programming should reflect audience preferences and take into account the sensitivities identified.

Formats: A variety of programme formats and styles should be used. These might include;

- Magazine type programmes
- Drama
- Music
- Formal news (international, national and local - sports)
- Talk shows and discussion programmes
- Spot messages

Any project should seek to develop a number of flagship programmes. These could include; daily news and press reviews and weekly programmes on livelihoods and health, a weekly drama and magazine style programmes for youth and women.

Languages: The majority of the audience speaks and understands N'Karamajong so the majority of the spoken output of the service must also be in N'Karamajong. Specific programmes could also be developed in Lebtur and Ik to cater for these groups needs (for example once daily news and one weekly programme). It may be tempting to attempt to do more than this in other languages but experience elsewhere suggests that if this is done too much it risks the loss of the core audience.

Feedback mechanisms: It is critical that the service develops mechanisms to receive feedback from its audience on a regular basis. The establishment of a number of Listener Clubs across different geographical areas with membership drawn from a variety of sub-groups would provide one means of doing this. Regular meetings should be held with Listener Clubs based on a focus group discussion style format with comments and views carefully documented and used to check for balance, effectiveness of messaging/delivery, and to obtain new ideas for further programme development.

3.2.4 Human resources

The ability to recruit, retain and develop staff capable of producing high quality programme content and manage the service will be critical to both to the service's overall success and the handling of the challenges.

At the outset it will be important that some critical posts are filled (on a project basis) by people with extensive experience in both establishing and running media projects and in programme production. While the precise mix and number of these people would be determined by the specific option chosen they are broadly as follows:

- Project Manager: Would need to be an individual with extensive experience of setting up and managing radio projects of a similar nature. The individual would need to be able to take a lead role in both the recruitment and development of staff, the oversight of equipment procurement / building and installation, the development of editorial, institutional and financial procedures and the establishment of management structures and systems. This post would almost certainly need to be advertised and recruited based on international competition.

Indicative number: 1

- Senior Producer/editors: Would need to be individuals with experience in radio programme production and development. They would take lead roles in programme creation and development and capacity building and training of junior staff. They would assist the Project Manager to develop and implement editorial policy and maintain high standards. They would need to be able to speak to N'Karamajong. The study suggests that a small number of such individuals are actually available. These posts would need to be advertised nationally and regionally and salary scales and benefits would need to be competitive enough to attract persons of requisite quality

Indicative number: 2 (1 in case community radio option)

- Other staff: Any project should seek to identify, recruit and develop local talent for the production of programmes and other administrative functions. The study suggests that,

as elsewhere, that such talent is available in northern Karamoja. The potential numbers and type of personnel are outlined within the specific options highlighted in Section 4.

3.2.5 Power supply

A stable and uninterrupted supply of electrical power is a prerequisite for the running of a radio service for both transmitters and the operation of studio and communications equipment.

Ensuring this in northern Karamoja presents very significant challenges. In the short term it is highly unlikely that affordable mains power, either supplied from the national grid or any locally installed thermal plants, will be available. Any radio service therefore has to be developed on the assumption that it will need to generate its own power. Two potential means of alternative power generation have been considered.

- Thermal (using diesel generators)
- Solar

These and the cost and technical implications of this are explored in more detail within the options considered.

Wind energy :(combined with solar) has been used to power small radio stations in other countries. It has the potential to substantially reduce operational costs for a station. It has not been explored in detail during this study due to the absence of reliable design data.

3.2.6 Financial sustainability

Revenue: Any radio service will need to be able to generate revenue sufficient to meet its operation, maintenance and reinvestment costs (this assumes that capital investment will be covered through any project).

Key sources of potential revenue are identified and briefly described below;

- Commercial advertising: For many FM stations this makes up the bulk of their revenue. Major advertisers include the mobile phone companies, soft drink companies (Pepsi and Coca-Cola), and breweries. It also includes payments for spot advertising by line ministries or national programmes such as health, education, NAADS etc as well as those by large NGOs or UN agencies in support of a specific information campaign or issue. Formats may include spot adverts and jingles and/or programme sponsorship.

It is probable that any radio service on the air in northern Karamoja with good signal coverage would attract some of these advertisers. However given the relatively low population density and purchasing power of communities and the relatively limited presence and competition between major suppliers in Karamoja this is likely to be at a suppressed level compared with some other areas.

- Paid air time: A number of groups and agencies and on occasion local Government, are likely to be interested in purchasing of airtime (usually paid for in 30 minute or hourly slots) for the broadcast of their own programmes. These include programmes that are centrally produced and then put out over several networks (such as Straight Talk and the drama Rock Point 256) and also ones where an NGO or agency produces a programme locally for broadcast over the service. In these instances the agency in question may also want access to production facilities and technical support.

- Official announcements: These include official announcements posted by local Government, development agencies or the private sector in the area for example; notices of meetings, job opportunities, workshop information, bus timetable changes etc.
- Personal announcements: Paid messages by members of the public (not organisations) on issues such as family meetings, weddings, graduations etc.

Expenditure: Operational costs include salaries, communications, rent, fuel (both for vehicles and power generation), programme production, marketing and branding, equipment repair and replacement, stationery etc.

Operational costs in Karamoja are likely to be significant. Power supply is a considerable challenge (as highlighted) and production costs are likely to be significantly greater than for any radio service in other areas due to the considerable distances that will need to be traversed for news gathering and programme production involving communities.

3.2.7 Licencing

It is highly unlikely that Oxfam GB would be issued with a broadcasting licence in Uganda even if were to apply for one. It is assumed that neither would Oxfam wish to attempt this in any case.

The application process can be drawn out and arduous and is unlikely to be completed within a 12 month time-frame. In order to complete the application it would be important that both technical and institutional components (related to the registration of an entity) would need to be carefully sequenced.

3.2.8 Institutional risk to Oxfam GB

As highlighted there is a clear potential role for a radio service in northern Karamoja and support to the development of this would clearly be consistent with Oxfam GB's broader strategic objectives outlined in the National Change Strategy and Karamoja Programme objectives.

However association with any intervention would also bring with it attendant risks. These include;

- The potential for Oxfam GB to be seen as responsible for any programmes or coverage that are perceived as contentious by both national and local political figures or security actors
- At community level the potential for Oxfam to be seen as having been politically captured to further the interests of a particular political, ethnic or social group if it is perceived that any service puts out biased output
- Moving forward with any programme design is likely to generate high expectations in the area. The issues to be tackled are complex and any project potentially costly. If Oxfam GB is unable or decides in the end to not implement any project this could affect its relationships with some key individuals at a local level.

If Oxfam GB decides to move ahead with its engagement on this issue a number of approaches may need to be deployed to manage and mitigate the level of institutional risk to which it is exposed. These include:

Partnership: This would provide a potential means of both sharing any management and financial burden associated with a project but also a means of pooling institutional risk. Partners would need to include other NGOs, potentially UN agencies but also donors who as well as providing financial resources may also need to play a political and institutional brokering role at the national level. The maintenance of close relationships with local government will also be important.

Communications: A clear public position on the reasons for its engagement in any initiative and the scope and objectives of any programme should be developed and understood by all staff so that these can be consistently communicated. Regular feedback should also be provided to all stakeholders.

3.3 Potential options and approaches

From the analysis in previous sections three specific options for the establishment of a radio service in northern Karamoja have been identified. These are briefly outlined in the table below and are described in more detail in Section 4.

Table 10: Overview of potential options

No.	Option	Description
1	<i>Community Radio Station</i>	Radio Station with community broadcasting licence using low power transmitter, simple studio equipment and owned managed by a community based organisation established for this purpose
2	<i>Standalone independent FM Station</i>	Radio station with full FM broadcasting licence with transmission equipment capable of giving broad coverage across northern Karamoja with its own studio facilities. Owned and managed by a Trust or similar entity established for this purpose.
3	<i>Hybrid: Independent Production House using UBC transmission facilities</i>	Independent Production House with own studio equipment with programmes broadcast over UBC network which would be developed and expanded as a component of any project. Production House owned and managed by a Trust or similar entity established for this purpose. Relationship between Production House and UBC defined under the terms of a service level agreement for a fixed period.

Presentation and analysis of Options

The three broad options for the delivery of a radio service in northern Karamoja are described in some detail in this section. This includes a description of potential ball park project and recurrent costs. Potential revenue is also projected.

4.1 Community radio station

4.1.1 Overall description and features

It would be potentially feasible for Oxfam GB to support the development of one (or even) more small community radio stations in northern Karamoja. These would be relatively low cost installations operating on low power and would be managed very much at the community level. Oxfam GB could support their capital investment costs, institution creation and capacity development (including staff training and the development of programme content).

The advantage of this model is that it could provide a relatively low cost means of getting a radio station on the air in an area where there is currently limited coverage from existing networks and there is demand for broadcasting services. However there are also a number of major disadvantages associated with this approach.

For the purpose of this analysis the creation one station is considered with project implementation taking place over a period of 24 months. It is assumed that actual broadcasting would commence between months 6-8 after project launch.

4.1.2 Coverage

One of the main drawbacks with this approach is that only very low coverage would be attained probably limited to within a 10-15km radius of the transmission point. While this may be a good option in locations of high population density (such as large cities) it is highly problematic in Karamoja where in reality any stations(s) would be likely to be situated in District centres and would almost inevitably end up serving only an urban and peri-urban audience.

4.1.3 Technical requirements and issues

Equipment: A community radio station would only use a low power transmitter (50-100W) and small antenna. Studio equipment would also only need to be very simple and basic. The station would also need some digital recorders, mobile phones and transport (probably 1-2 motorcycles).

Physical structures: The premises required to house a community radio station would only need to be small and could be contained in two rooms of approximately 4Mx3M with one room used for the studio / transmitter housing and the other for public access. This type of structure is available for rent in both Kotido and Kaabong Towns. However there would need to be enough

adjacent space for the installation of an antenna and the area should not have too much extraneous noise.

Power supply: Given the difficulties with power supply previously highlighted the station would need to generate its own power. With a low power transmitter and simple studio equipment power demands could be minimised. Power requirements could be delivered through a solar system in combination with a relatively small diesel generator (2KvA).

4.1.4 Inclusiveness and audience appeal

Given that options for hearing stations broadcasting in peoples own language are currently very limited any community station on the air in northern Karamoja would attract an audience. However considering Karamoja social and ethnic structures there is probably a significant risk that such stations would serve the interests of only section of the community. It is easy to foresee a situation where it could be perceived as only representing a particular interest group based on ethnicity or political/religious affiliation.

If a more commercial station with better signal coverage and more sophisticated programming were to come on air any station of this type would probably rapidly lose its audience.

4.1.5 Licencing and Institutional issues

Licencing: While the precise licencing formalities and procedures remain uncodedified community radio station licences are available and it should be possible for one to be obtained by a registered community based organisation.

Ownership and management: A community station could be owned and managed by a community based group. The findings of the study suggest that no appropriate entity currently exists and one would have to be developed for this purpose from amongst key stakeholders within the coverage area.

Capacity development: Substantial capacity building inputs would be required in a number of areas in order to make such an institution viable and fit for purpose. These will include;

- Station management and administration – including financial management
- Programme development including support on the development of editorial policy and the training of presenters and news gatherers.
- Basic maintenance and repair of equipment
- Conflict sensitivity and community participation (including gender)

Human resource requirements: Initial development and core capacity building could be conducted by one specialist in radio working on a consultancy basis for a number of days over a two year period. A Senior Producer/Editor would in effect manage the project on a day to day basis.

Core station staff (presenters, news gatherers, administrative support etc) would need to be locally recruited. Most community radio stations are staffed by people who are volunteers and this will require careful consideration at the outset of any project so that the creation of unsustainable incentive structures is avoided.

4.1.6 Costs and revenue projections

Project costs: These will include the cost of the procurement and installation of equipment, staff development and capacity building, institutional set up and development and overall project management and support. It also includes an initial subsidy of running costs.

It is estimated that **total project costs are likely to be approximately US\$208,165** with project inputs made over a two year period

Recurrent costs: It is estimated that **recurrent costs are likely to be US\$ 42,600 per year**. While recurrent costs might be relatively low generating sufficient resources to maintain a station of this type could be very difficult.

Revenue: It is important to note that there are restrictions imposed by licencing on revenue collection. A community radio station is not supposed to collect commercial revenue. The collection of revenue from official and personal announcements and a degree of programme sponsorship could probably be done under the auspices of a specific local government ordinance but this is all a grey area .**Revenue collection projections have been anticipated to be US\$ 18,107** in the first year of full broadcasting. (These figures do not include subsidies injected by the project). This represents a **potential annual operating loss of US\$ 24,493**.

Detailed estimates of project costs, recurrent costs and revenue projections can be found in the tables below.

Table 11 Project Costs for Option 1

Item	Unit	Number of Units	Unit Cost	Cost	Sub Total
A. Broadcasting Equipment and power equipment					
A1. 1 x 100W transmitter complete with single dipole and 10M mast	Unit	1	10,000	10,000	
A2. Power system – solar	Unit	1	5,000	5,000	
A3. Installation	Per unit	1	3000	3,000	
Sub Total					18,000
B. Studio & Production equipment					
B1. Studio & office furniture	Lumpsum	1	1,000	1000	
B2. Studio equipment	Lumpsum	1	2,500	2500	
B3. Broadcast phones	per piece	1	815	815	
B4. Digital Recorders	per piece	3	400	1200	
B5. Mobile Phones	per piece	5	70	350	
Sub Total					5,865
C. Administration and transport					
C1. Motorcycles 200cc Trials		2	4,300	8600	
C2. Computers (desktops)		1	600	600	
C3. Computers (laptops)		2	900	1800	
C4. Printer/scanners		2	400	800	
Sub Total					11,800
D. Project Management & Capacity Development (Production & Trust Development)					
D1. Radio / media specialist - consultancy input	per day	300	200	60000	
D2. Senior Producers trainers @ US\$ 25,000 per year including allowances and insurance etc	per month	1500	18	27000	

Item	Unit	Number of Units	Unit Cost	Cost	Sub Total
D3. Programme and production development (specialised consultancy inputs)	person days	350	50	17500	
D4. Training & Development of financial and administrative procedures (core staff and trustees)	person days	350	20	7000	
Sub Total					111,500
E. Running Costs Subsidy					
E1. Power supply - recurrent costs	Lumpsum	1	500	500	
E2. Non core staff salary costs	Lumpsum	1	15750	15750	
E3. Programme production	Lumpsum	1	22500	22500	
E4. Transport and communication	Lumpsum	1	9100	9100	
E5. Equipment maintenance & replacement	Lumpsum	1	500	500	
E6. Management & Administration	Lumpsum	1	12650	12650	
Sub Total					61,000
Grand Total					<u>208,165</u>

Table 12 Recurrent Costs—Option 1

Item	Unit	Unit cost	No. of Units	Cost	Project subsidy project life			P. Total
					Year1	Year 2	Year 3	
A. Power supply recurrent costs								
A1. Routine maintenance solar system	per year	500	1	500	-	500	-	500
B. None Core Staff - salary costs								
B1. Producers / Journalists @ up to US\$150/month (rate would vary depending on performance etc. 7 individuals	per year	12600	1.75	22050	9450	6300	-	15750
Sub Total				22050				15750
C. Programme Production Costs								
C1. Production costs (including news, livelihoods etc)	per year	15000	2	30000	15000	7500	-	22500
Sub Total				30000				22500
D. Transport and communications								
D1. Fuel, lubricants and maintenance	per year	4000	2	8,000	3000	4000	-	7000
D2. Communication (telephone)	per year	1000	2	2,000	1000	500	-	1500
D3. Subscriptions etc.	per year	400	2	800	400	200	-	600
				10800				9100
E. Equipment maintenance and replacement								
E1. Routine maintenance and repair	per year	1000	1	1,000	-	500	-	500
F. Management & Administration								
F1. Stationery and office supplies	per year	500	2	1000	500	250	-	750
F2. Meetings (including Board)	per year	2000	2	4000	2000	1000	-	3000
F3. Focus Groups and feedback	per year	2000	2	4000	2000	1000	-	3000
F4. Studio/office rental	per year	3600	2	7200	3600	2300	-	5900
		42600		80550	36950	24050		61000

Table 13 Revenue projections Option—1

			Year 1 ⁶		Year 2	
Item	Unit	Unit income	No. of Units	Total	No. of Units	Total
Programme Sponsorship	Per hour	250,000	104	26,000,000	156	39,000,000
Official spot messages and announcements	Per announcement	10,000	520	5,200,000	780	7,800,000
Personal announcements	Per announcement	5,000	520	2,600,000	780	3,900,000
Uganda Shillings				33,800,000		50,700,000
US Dollars				12,071		18,107

⁶ Assumes broadcasting likely to commence between month 6-8 of project launch

4.2 Standalone private radio with full coverage of target area

4.2.1 Overall description and features

This would involve the development of a radio station with its own dedicated studios and transmission equipment with the capacity to achieve wide area coverage across northern Karamoja. It would involve substantial capital investments, significant institutional development and capacity building inputs and would need to meet the rigorous criteria to obtain a full broadcast licence.

This approach would almost certainly require financial inputs and political and technical support from a cross section of organizations and stakeholders. It would be a major undertaking but the potential impact is considerable in terms of furthering Oxfam GB NCS and Karamoja Programme objectives.

The potential consequences of failure are however also high. Expectations, which are already high even at this scoping stage, would be further raised and if in the final analysis it were not possible to complete the project this could have negative implications for Oxfam GB's local reputation in northern Karamoja.

Any station of this type is also likely to develop a high profile in the region. If it is to attempt to meet its objectives, it will almost inevitably from time to time find itself raising contentious issues. This is unlikely to always be welcomed by central and local government or even other groups and local opinion leaders. There would be significant potential institutional risks to Oxfam GB which would require careful assessment, management and senior staff time.

For the purpose of this analysis a project implementation period of 36 months has been considered. It is assumed that actual broadcasting would commence at month 12 after project launch.

4.2.2 Coverage and transmission time

Under this option two transmitters would be installed in both Kaabong and Kotido. Linked transmitters installed at two locations would cover a considerable part of the area with the required signal strength including areas of highest population density in both Kotido and Kaabong.

However it should be noted that signal reception would still be problematic in some areas, notably the far North of Kaabong (much of which contains national park) and parts of south western Abim (which has a low population density).

Under this option transmission time would be a maximum of 18 hours per day.

4.2.3 Technical requirements and issues

Equipment: Two 1KW FM broadcast transmitters would be required as well as two radio towers (of up to 45M) and high gain antenna systems. The studio would be linked to the first transmitter by an STL link and the second transmitter would be linked by means of a VSAT (which would also be used to access the internet/email) from the studio for the uplink and would downlinked to the remote transmitter site via a satellite receiver. Studio equipment would need to be procured sufficient for an on air and production studio in the main facility in Kotido with small off air "studio in a box" equipment for use in Kaabong and Abim. Digital recorders, broadcast phones, mobile

phones, and office equipment will also be required. Transport would comprise a 4WD and three motorcycles.

Physical structures: These would include a purpose built studios and physical works at the transmission sites. These are outlined below:

- Studios would need to be comprised of 2 rooms measuring 3x3M and 4x4M respectively. Additional space would be required for offices and storage comprising up to four rooms; two of 3x3M and two larger rooms of approximately 4X5M. The studios would need to be properly soundproofed. There would need to be sufficient space adjacent to the building for the installation of a VSAT and possibly a small mast for an STL link.
- Transmission sites would need to have sufficient space for the installation of self supporting towers (of up to 45M). Two small structures of approximately 2.5Mx2.5M that were water proof, secure but well ventilated would be required to house transmission and power equipment including batteries and dieselbackup generators.

Land: would need to be acquired for both the studios and transmitter sites. In both Kotido and Kaabong District officials and leaders expressed willingness to assist with this and it would probably be gifted by the District. It would however be important to ensure that land titles and ownership was properly checked and obtained and that an appropriate council resolution was executed if the land was gifted.

Location of studios: The option of locating studios in either Kotido or Kaabong was considered. Kotido is considered optimal. It is located in the centre of northern Karamoja with the best transport links within the region and beyond. Wherever a main studio is located this is likely to be contested and will require careful explanation.

In order to ensure that both Abim and Kaabong receive adequate programme coverage small sub offices should be established at these locations with office space rented. These should be used as booking offices for the collection of announcements and should be provided with small studio equipment including broadcast phones (GSM phones which allow the passing of higher quality audio). This will allow live interviews to be conducted and fed back to the main studio.

Power supply: Given the difficulties highlighted extensively over power in previous sections it is proposed that maximum use be made of solar energy for both transmission purposes and for studio power needs. For this reason power output at transmission sites would normally be limited to 300-500W even though 1KW transmitters would be procured. A relatively large number of solar panels would be required to achieve this. Despite this, diesel generators would also be needed to augment and supplement this when battery levels run low. Battery status and power output levels of transmitters would be remotely monitored and regulated through telemetry via the mobile phone network.

4.2.4 Inclusiveness and audience appeal

This option would provide an opportunity to produce and deliver programmes which would have a wide appeal and reach across the region and would create opportunities to include all major groups and stakeholders. A significant proportion of staff time should be spent outside the studios gathering information and features at community level.

4.2.5 Institutional issues

In order to take forward this option a number of institutional structures would need to be put in place.

Establishment of a project management group: This would involve a number of key steps which would include; the identification of key partners who would be involved in both initial development and the financing of a station over a three year development period; the development of a detailed project proposal and implementation schedule if there is sufficient interest and support to make the project viable.

Project initiation: Once financing has been secured the PMG would establish systems and procedures for project oversight and control and proceed with the recruitment of a project manager. The Project Manager would report to the PMG. Core roles of the Project Manager are highlighted in the table below.

Table 14: Core roles and functions of Project Manager

Pre-broadcast (Year 1)	Broadcast (Year 2)	Handover (Year 3)
Assist in the establishment of a long term entity Oversee procurement and construction Liaison with stakeholders and regulatory authorities Development of systems and procedures and editorial policy Develop outline programme contents and schedules Develop job descriptions and oversee recruitment of staff	Ensure adherence to editorial policy and other regulations Oversee programme content and delivery Station management Coordinate and deliver training and capacity building	Assist in the identification and recruitment of a long term station manager. Ongoing capacity building and training Fulfil roles as a secretary to the Trust Management Board

Establishment and development of an entity: In order to meet licencing and regulatory requirements and to ensure long term sustainability it will be necessary to develop an appropriate institution that is capable of delivering the strategic direction and day to day management required in the long term. Having explored the options and potential models available it is suggested that a Trust is the most appropriate vehicle to meet this objective. Establishing a Trust would entail;

- (a) Identification of groups from whom individuals should be drawn to become trustees (this is likely to be from local civil society and opinion leaders). A formal consultative meeting involving key stakeholders would probably be the best means of achieving this. The project management group should organise and plan this meeting.
- (b) Articles and memoranda of association would need to be drawn up outlining objectives, rules and procedures. These should be consistent with the Trustees Incorporation Act and the Trustee Act and would need to include information on the; qualification of trustees, their length tenure and means of removal, the mode of appointment, the custody and use of seals, the amount of land a trustee may hold and the purposes for which the land may be used (in this case the land on which the studio facility is based).

- (c) Once step (b) has been completed the Trust steps should be taken to legally register the Trust. In Uganda this is done at the Lands Registry and the formal certificate of incorporation is issued by the Ministry of Land and Environment. Some professional legal assistance would be required to help complete steps (b) and (c).

The Project Manager would be responsible for overseeing the core institutional development of the Trust under the guidance of the PMG. This would need to include the development of financial and administrative procedures and preparing the Trust to take overall ownership and control over the station after two years.

Human resource requirements:

The Project Manager would need to be supported by two senior producer/editors. These would need to be individuals with experience and would take lead roles in programme creation and development and capacity building and training of junior staff. They would assist the Project Manager develop and implement editorial policy and maintain high standards. They would need to be able to speak N’Karamajong. These posts should be filled approximately 6 months before programme production is scheduled to begin.

Other staff should be locally recruited on the basis that they have the potential to be developed and trained. Indicative roles and numbers are;

- Presenters/journalists: 7
- Office administration/support 3
- Driver 1
- Engineer/technician 1

Licensing: The station would need to obtain a FM broadcast licence.

4.2.6 Costs and revenue projections

Project costs: These will include the cost of the procurement and installation of equipment, staff development and capacity building, institutional set up and development and overall project management and support. It also includes an initial subsidy of running costs.

It is estimated that **total project costs are likely to be approximately US\$1,231,574.**

Recurrent costs: It is estimated that **recurrent costs are likely to be US\$ 144,613 per year.**

Revenue: **Revenue collection projections have been anticipated to be US\$ 91,357** in the first year of full broadcasting **rising to US\$152,821 in the second year.**(These figures do not include subsidies injected by the project)

In the second year of broadcasting this represents a **potential annual operating surplus of US\$ 8,208**

Detailed estimates of project costs, recurrent costs and revenue projections can be found in the tables below.

Table 15 Project Costs for Option 2

Item	Unit	Number	Unit Cost	Cost	Sub Total	Notes
A. Broadcasting Equipment and power equipment						
A1. 2 x 1KW FM transmitter (running 300W) in Kotido and Kaabong - complete with 6 stacked dipoles and inbuilt UPS units	Unit	2	35,000	70,000		
A2. Construction of transmitter housing and fencing	per site	2	10,000	20,000		
A3. Radio tower 45M self supporting	per site	2	50,000	100,000		
A4. Solar power system for transmission sites	per site	2	55,000	110,000		
A5. Power system for studio - solar with generator back up	Lumpsum	1	5,000	5,000		
A6. Solar power system for Kaabong and Abim office	per site	2	2,500	5,000		
A7. 25KVa Generators (transmission sites)	Unit	2	6,000	12,000		
A8. 12Kva Generators (studio)	Unit	1	4,000	4,000		
A9. 1 Satellite downlink receiver and 1 STL complete with 4.5M dish	Lumpsum	1	15,000	15,000		
A10. Construction and installation	Lumpsum			51,150		
Sub Total					392,150	
B. Studio Build						
B1. Construction studio complex (including sound proofing and internal fittings)	Lumpsum	1	120,000	120,000		
Sub Total					120,000	
C. Studio & Production equipment						
C1. Studio equipment comprising mixer, work station, microphones, UPS etc (including telephone hybrid)		2	15,000	30,000		
C2. Studio & office furniture		1	10,000	10,000		
C3. VSAT link (internet, news gathering – upload to second transmitter)		1	50,000	50,000		
C4. Studio in a box (1 Kaabong 1 Abim)		2	2,500	5,000		
C5. Broadcast phones		3	815	2,445		

Item	Unit	Number	Unit Cost	Cost	Sub Total	Notes
C6. Digital Recorders		7	400	2,800		
C7. PABX		1	2,500	2,500		
C8. Mobile Phones		12	70	840		
Sub Total					103,585	
D. Administration and transport						
D1. Toyota Hilux double cabin pick up		1	35,000	35,000		
D2. Motorcycles 200cc Trials		3	4,300	12900		
D3. Computers (desktops)		4	600	2400		
D4. Computers (laptops)		4	900	3600		
D5. Printer/scanners		3	400	1200		
Sub Total					55,100	
E. Project Management & Capacity Development (Production & Trust Development)						
E1. Project Manager based in Kotido - international recruitment @ US\$ 60,000 year including allowances and insurance etc.	per year	60,000	3	180,000		
E2. Senior Producers / trainers @ US\$ 25,000 per year including allowances and insurance etc	per year	25,000	4.5	112,500		Would start between month 6-8 of project start
E3. Programme and production development (specialised consultancy inputs)	person days	350	100	35,000		
E4. Training & Development of financial and administrative procedures (core staff and trustees)	person days	400	25	10,000		
E5. Website development (incl podcasting and blog options)	Lumpsum	1	10,000	10,000		
Sub Total					347,500	
F. Running Costs Subsidy						
F1. Power supply - recurrent costs	Lumpsum	1	7,850	7,850		50% subsidy first year full broadcast, 30% Yr2.
F2. Non core staff salary costs	Lumpsum	1	48,020	48,020		

Item	Unit	Number	Unit Cost	Cost	Sub Total	Notes
F3. Programme production	Lumpsum	1	24,750	24,750		100% subsidy first year full broadcasting 50% in year 2
F4. Transport and communication	Lumpsum	1	78,819	78,819		
F5. Equipment maintenance & replacement	Lumpsum	1	15,000	15,000		
F6. Management & Administration	Lumpsum	1	38,800	38,800		
Sub Total					213,239	
Grand Total					1,231,574	

Table 16 Recurrent Costs—Option 2

Item	Unit	Unit cost	No. Units	Cost	Total	Project subsidy project life			P. Totals
						Year1	Year 2	Year 3	
A. Power supply recurrent costs									
A1. Routine maintenance solar system	per year	1,500	2	3,000			750	1500	2250
A2. Fuel purchase diesel generators - transmission & studio based on generation 60 days per yr.	per year	7,000	2	14,000		-	3,500	2,100	5,600
Sub total		8,500			17,000		4,250	3,600	7,850
B. None Core Staff - salary costs									
B1. Producers / Journalists (based in Kotido with 1 person based in Kaabong and Abim) @ up to US\$300/month (rate would vary depending on performance etc. 7 individuals	per year	25,200	2.25	56,700		6,300	12,600	7,560	26,460
B2. Engineer/Technician @ up to 500/month	per year	6,000	2.5	15,000		3,000	3,000	1,800	7,800
B3. Stringers up to 10 (based in key trading centres - small monthly retainer and paid per story filed) Monthly retainer @Ush 50,000 and Ush 15,000 per accepted story	per year	1,000	2	2,000		-	500	300	800

Item	Unit	Unit cost	No. Units	Cost	Total	Project subsidy project life			P. Totals
						Year1	Year 2	Year 3	
B4. Office administration/clerical support (2 persons) at US\$ 300 month	per year	7,200	2.25	16,200		1,800	3,600	2,160	7,560
B5. Driver ⁷	per year	1,800	3	5,400		1,800	1,800	1,800	5,400
Sub Total		41,200		95,300		12,900	21,500	13,620	48,020
C. Programme Production Costs									
C1. Production costs - news and current affairs programme (daily) @ up to US\$ 50 per episode	per year	2,500	2	5,000		-	2,500	1,250	3,750
C2. Production costs - drama incl transport actors/script writer etc	per year	5,000	2	10,000		-	5,000	2,500	7,500
C3. Livelihoods Programme - twice per week	per year	2,000	2	4,000		-	2,000	1,000	3,000
C4. Breakfast show - daily	per year	1,000	2	2,000		-	1,000	500	1,500
C5. Production Costs - health and education programmes both once weekly	per year	2,000	2	4,000		-	2,000	1,000	3,000
C6. Production Costs youth programme - weekly (repeated)	per year	2,000	2	4,000		-	2,000	1,000	3,000
C7. Production Costs - Saturday afternoon "Magazine" programme	per year	2,000	2	4,000		-	2,000	1,000	3,000

⁷Driver maintained on project costs for duration

Item	Unit	Unit cost	No. Units	Cost	Total	Project subsidy project life			P. Totals
						Year1	Year 2	Year 3	
Sub Total		16,500		82,500		-	16,500	8,250	24,750
D. Transport and communications									
D1. Fuel, lubricants and maintenance	per year	10,213	3	30,638		-	10,213	5,106	15,319
D2. Communication (telephone)	per year	6,000	3	18,000		2,000	6,000	3,000	11,000
D3. VSAT subscription	per year	30,000	3	82,500		7,500	30,000	15,000	52,500
		46,213		131,138		9,500	46,213	23,106	78,819
E. Equipment maintenance and replacement									
E1. Routine maintenance and repair	per year	10,000	2	20,000			10,000	5,000	15,000
Sub-total		10,000					10,000	5,000	15,000
F. Management & Administration									
F1. Stationery and office supplies	per year	1,000	3	2,500		500	1,000	500	2,000
F2. Meetings (including Board)	per year	12,000	3	36,000		4,000	12,000	6,000	22,000
F3. Rent (Kaabong, Abim sub offices)	per year	7,200	2	14,400		0	7,200	3,600	10,800
F4. Focus Groups and feedback	per year	2,000	3	6,000		1,000	2,000	1,000	4,000
Sub total		22,200				5,500	22,200	11,100	38,800
Grand Total		144,613				27,900	120,663	64,676	213,239

Table 17 Revenue projections for Option 2

			Year 1		Year 2		Year 3	
Item	Unit	Unit income	No. of Units	Total	No. of Units	Total	No. of Units	Total
Commercial Block advertising - commercial advertisers (AirTel, MTN, Breweries)	Contracts per month	2,000,000	-	-	30	60,000,000	36	72,000,000
Govt/National Programmes block advertising (including production)	Contracts per month	2,000,000	-	-	12	24,000,000	20	40,000,000
External rebroadcast programmes (straight talk etc)	Per Hour	600,000	-	-	52	31,200,000	78	46,800,000
Airtime sub letting (NGOs/UN agencies)	Per Hour	600,000	-	-	178	106,800,000	364	218,400,000
Programme Sponsorship	Per hour	250,000	-	-	104	26,000,000	156	39,000,000
Official spot messages and announcements	Per announcement	10,000	-	-	520	5,200,000	780	7,800,000
Personal announcements	Per announcement	5,000	-	-	520	2,600,000	780	3,900,000
Uganda Shillings						255,800,000		427,900,000
US Dollars						91,357		152,821

4.3 Hybrid: Independent Production House with UBC Transmission

4.3.1 Overall description and features

During the course of the study an alternative option was identified that would not involve the establishment of a fully fledged radio station but a Production House making use of expanded UBC Transmission capacity.

This would involve the development of an independent production house with dedicated studios. Concurrently UBC would be supported with the capital investment required to expand its transmission coverage to both Kotido and Kaabong. Programming of up eight hours a day (morning and evening) would be produced by the Production House and broadcast over the UBC transmitters after being uplinked to UBC by VSAT. For the remainder of the day UBC could broadcast the national programme over these transmitters. The programmes produced by the Production House would have strong branding/identity (in a similar way that Straight Talk or the drama Rock Point 256 currently have).

Any such arrangement would need to be carefully negotiated and clearly spelt out within a binding service level agreement (SLA) covering a period of up to five years. In return for the levels of capital investment UBC would receive under such a project the radio service should expect to be able to retain revenue it generates from either commercial advertising (in the periods when it is on air) or programme sponsorship or airtime sub-letting.

This model would have significant advantages for both UBC and the radio service. UBC would receive capital investment enabling it to establish coverage in areas that it currently can no longer reach. The radio service is likely to be popular and association with it is likely to be positive for UBC's image and may help it to regain listenership to the national programme during the periods when the service was not streaming. Under any SLA it might be agreed that UBC news featured for example in the breakfast programme and that any programme in N'Karamajong is broadcast and promoted.

For the radio service the use of UBC transmitters would mean that it would not have to install and manage its own transmission equipment. The use of UBC transmitters under such an arrangement would also mean that a broadcast licence would not be required. Use of UBC transmitters and the establishment of a working relationship with them might also provide a degree of political cover and protection.

Any such arrangement would have to be extensively discussed and might need to be brokered by a third party, probably one of the donor financiers of the project, to secure the required levels of institutional and political buy in required.

As with Option 2 this approach would almost certainly require financial inputs and political and technical support from a cross section of organisations and stakeholders. It would be a major undertaking but the potential impact is considerable in terms of furthering Oxfam GB NCS and Karamoja Programme objectives.

The potential consequences of failure are however also high. Expectations, which are already high even at this scoping stage, would be further raised and if in the final analysis it were not possible to complete the project this could have negative implications for Oxfam GB's local reputation in northern Karamoja.

Any service of this type is also likely to develop a high profile in the region. If it is to attempt to meet its objectives it will almost inevitably from time to time find itself raising contentious issues. This is unlikely to always be welcomed by central and local government or even other groups and local opinion leaders. There would be significant potential institutional risks to Oxfam GB which would require careful assessment, management and senior staff time.

4.3.2 Coverage and transmission time

Under this option two transmitters would be installed in both Kaabong and Kotido. They would be owned and managed by UBC but capital investment costs would be met by the project. UBC transmitters installed at two locations would cover a considerable part of the area with the required signal strength including areas of highest population density in both Kotido and Kaabong.

However it should be noted that signal reception would still be problematic in some areas, notably the far North of Kaabong (much of which contains national park) and parts of south western Abim (which has a low population density).

Under this option the service would probably produce (or sub-let and manage) up to 8-hours of programmes a day between the peak times of 06.30-9.00 and 16.00-20.00. For the remainder of the time the transmitters are on the air (06.00-00.00) UBC could relay the national programme.

4.3.3 Technical requirements and issues

Equipment: Two 1KW FM broadcast transmitters would be required as well as one radio tower (of up to 45M) and high gain antenna systems. UBC already have a Tower of 45M in Kotido Town that could be used. These would be the property of UBC. Programmes from the Production House would be uplinked to UBC by VSAT and downlinked by UBC to the transmitter sites using satellite receivers. The VSAT at the Production House would also be used to access the internet/email.

Studio equipment would need to be procured sufficient for an on air and production studio in the main facility in Kotido with small off air “studio in a box” equipment for use in Kaabong and Abim. Digital recorders, broadcast phones, mobile phones, and office equipment will also be required. Transport would comprise a 4WD and three motorcycles.

Physical structures: These would include a purpose built studio owned by the Production House and physical works at the UBC transmission sites. These are outlined below:

- Studios would need to be comprised of 2 rooms measuring 1 room of 3x3M and one room of 4x4M. Additional space would be required for offices and storage comprising up to four rooms; two of 3x3M and two larger rooms of approximately 4X5M. The studios would need to be properly soundproofed. There would need to be sufficient space adjacent to the building for the installation of a VSAT.
- Transmission sites would need to have sufficient space for the installation of self supporting towers (of up to 45M). Two small structures of approximately 2.5Mx2.5M that are water proof, secure but well ventilated would be required to house transmission equipment and power equipment including batteries and diesel generators.

Land: would need to be acquired for the studios and for one transmitter site in Kaabong (UBC has already secured a site in Kotido). In both Kotido and Kaabong District officials and leaders expressed willingness to assist with this and it would probably be gifted by the District. It would

however be important to ensure that land titles and ownership were properly checked and obtained and that an appropriate council resolution was executed if the land was gifted.

Location of studios: The option of locating studios in either Kotido or Kaabong was considered. Kotido is considered optimal. It is located in the centre of northern Karamoja with the best transport links within the region and beyond. Wherever a main studio is located this is likely to be contested and will require careful explanation.

In order to ensure that both Abim and Kaabong receive adequate programme coverage small sub offices should be established at these locations with office space rented. These should be used as booking offices for the collection of announcements and should be provided with small studio equipment including broadcast phones (GSM phones which allow the passing of higher quality audio). This will allow live interviews to be conducted and fed back to the main studio.

Power supply: Given the difficulties highlighted extensively over power in previous sections it is proposed that maximum use be made of solar energy for both transmission purposes and for studio power needs. For this reason power output at transmission sites would normally be limited to 300-500W even though 1KW transmitters would be procured. A relatively large number of solar panels would be required to achieve this. Despite this diesel generators would also be needed to augment and supplement this when battery levels run low. Battery status and power output levels of transmitters would be remotely monitored and regulated through telemetry via the mobile phone network.

4.3.4 Inclusiveness and audience appeal

This option would provide an opportunity to produce and deliver programmes which would have a wide appeal and reach across the region and would create opportunities to include all major groups and stakeholders. A significant proportion of staff time should be spent outside the studios gathering information and features at community level.

4.3.5 Institutional issues

In order to take forward this option a number of institutional structures would need to be put in place.

Dialogue with UBC: A formal approach to UBC would be required to ascertain their interest to be involved in any initiative. As previously highlighted such an approach might need to be initiated and brokered by a third party, probably one of the donor financiers of the project, to secure the required levels of institutional and political buy in required.

Establishment of a project management group: This would involve a number of key steps which would include; the identification of key partners who would be involved in both initial development and the financing of a station over an initial three year development period; the development of a detailed project proposal and implementation schedule if there is sufficient interest and support to make the project viable.

Project initiation: Once financing has been secured the PMG would establish systems and procedures for project oversight and control and proceed with the recruitment of a project manager. The Project manager would report to the PMG. Core roles of the Project Manager are highlighted in the table below.

Table 18: Core roles and functions of Project Manager

Pre-broadcast (Year 1)	Production (Year 2)	Handover (Year 3)
Assist in the establishment of a long term entity Oversee procurement and construction Day to day management of the relationship with UBC Liaison with stakeholders and regulatory authorities Development of systems and procedures and editorial policy Develop outline programme contents and schedules Develop job descriptions and oversee recruitment of staff	Ensure adherence to editorial policy and other regulations Oversee programme content and delivery Station management Coordinate and deliver training and capacity building Day to day management of the relationship with UBC	Assist in the identification and recruitment of a long term station manager. Ongoing capacity building and training Fulfil roles as a secretary to the Trust Management Board

Establishment and development of an entity: In order to ensure long term sustainability it will be necessary to develop an appropriate institution that is capable of delivering the strategic direction and day to day management required in the long term. Having explored the options and potential models available it is suggested that a Trust is the most appropriate vehicle to meet this objective. Establishing a Trust would entail;

- a. Identification of groups from whom individuals should be drawn to become trustees (this is likely to be from local civil society and opinion leaders). A formal consultative meeting involving key stakeholders would probably be the best means of achieving this. The project management group should be involved in this meeting.
- b. Articles and memoranda of association would need to be drawn up outlining objectives, rules and procedures. These should be consistent with the Trustees Incorporation Act and the Trustee Act and would need to include information on the; qualification of trustees, their length tenure and means of removal, the mode of appointment, the custody and use of seals, the amount of land a trustee may hold and the purposes for which the land may be used (in this case the land on which the studio facility is based).
- c. Once step (b) has been completed steps should be taken to legally register the Trust. In Uganda this is done at the Lands Registry and the formal certificate of incorporation is issued by the Ministry of Land and Environment. Some professional legal assistance would be required to help complete steps (b) and (c).

The Project Manager would be responsible for overseeing the core institutional development of the Trust under the guidance of the PMG. This would need to include the development of financial and administrative procedures and preparing the Trust to take overall ownership and control over the station after two years.

Human resource requirements: The Project Manager would need to be supported by two senior producer/editors. These would need to be individuals with experience and would take lead roles in programme creation and development and capacity building and training of junior staff. They would assist the Project Manager develop and implement editorial policy and maintain high standards. They would need to be able to speak N'Karamajong. These posts should be filled approximately 6 months before programme production is scheduled to begin.

Other staff should be locally recruited on the basis that they have the potential to be developed and trained. Indicative roles and numbers are;

- Presenters/journalists: 7
- Office administration/support 3
- Driver 1
- Technician 1

4.3.6 Costs and revenue projections

Project costs: These will include the cost of the procurement and installation of equipment, staff development and capacity building, institutional set up and development and overall project management and support. It also includes an initial subsidy of running costs.

It is estimated that **total project costs are likely to be approximately US\$1,114,974.**

Recurrent costs: It is estimated that **recurrent costs are likely to be US\$ 136,863 per year.**

Revenue: **Revenue collection projections have been anticipated to be US\$ 91,357** in the first year of full broadcasting **rising to US\$152,821 in the second year.** (These figures do not include subsidies injected by the project)

In the second year of broadcasting this represents a **potential annual operating surplus of US\$ 15,958**

Detailed estimates of project costs, recurrent costs and revenue projections can be found in the tables below.

Table 19 Project Costs for Option 3

Item	Unit	Number	Unit Cost	Cost	Sub Total	Notes
A. Broadcasting Equipment and power equipment						
A1. 2 x 1KW FM transmitter (running 300W) in Kotido and Kaabong - complete with 6 stacked dipoles and inbuilt UPS units	Unit	1	35,000	35,000		Only 1 unit required as UBC would install 1 unit in Kotido
A2. Construction of transmitter housing and fencing	per site	1	10,000	10,000		Only required at one installation as Kotido already has suitable building and fencing
A3. Radio tower 45M self supporting	per site	1	50,000	50,000		Existing UBC tower in Kotido
A4. Solar power system for transmission sites	per site	2	55,000	110,000		
A5. Power system for studio – solar	Lumpsum	1	5,000	5,000		
A6. Solar power system for Kaabong and Abim office	per site	2	2,500	5,000		
A7. 25KVa Generators (transmission sites)	Unit	2	6,000	12,000		
A8. 12Kva Generators (studio back up)	Unit	1	4,000	4,000		
A9. Satellite downlink receivers complete with 4.5M dish	per site	1	10,000	10,000		One available for Kotido
A10. Construction and installation	Lumpsum			36,150		
Sub Total					277,150	
B. Studio Build						
B1. Construction studio complex (including sound proofing and internal fittings)	Lumpsum	1	120,000	120,000		
Sub Total					120,000	
C. Studio & Production equipment						
C1, Studio equipment comprising mixer, work station, microphones, UPS etc (including telephone hybrid)		2	15,000	30,000		
C2. Studio & office furniture		1	10,000	10,000		

Item	Unit	Number	Unit Cost	Cost	Sub Total	Notes
C3. VSAT link including receive downlink at UBC Kampala		1	50,000	50,000		
C4. Studio in a box (1 Kaabong, 1 Abim)		2	2,500	5,000		
C5. Broadcast phones		3	815	2,445		
C6. Digital Recorders		7	400	2,800		
C7. PABX		1	2,500	2,500		
C8. Mobile Phones		12	70	840		
Sub Total					103,585	
D. Administration and transport						
D1. Toyota Hilux double cabin pick up		1	35,000	35,000		
D2. Motorcycles 200cc Trials		3	4,300	12,900		
D3. Computers (desktops)		4	600	2,400		
D4. Computers (laptops)		4	900	3,600		
D5. Printer/scanners		3	400	1,200		
Sub Total					55,100	
E. Project Management & Capacity Development (Production & Trust Development)						
E1. Project Manager based in Kotido - international recruitment @ US\$ 60,000 year including allowances and insurance etc.	per year	60,000	3	180,000		From month 1 of project launch
E2. Senior Producers / trainers @ US\$ 25,000 per year including allowances and insurance etc	per year	25,000	4.5	112,500		Would start between month 6-8 of project start
E3. Programme and production development (specialised consultancy inputs)	person days	350	100	35,000		
E4. Training & Development of financial and administrative procedures (core staff and trustees)	person days	400	25	10,000		

Item	Unit	Number	Unit Cost	Cost	Sub Total	Notes
E5. Website development (incl podcasting and blog options)	Lumpsum	1	10,000	10,000		
Sub Total					347,500	
F. Running Costs Subsidy						
F1. Power supply - recurrent costs	Lumpsum	1	6,450	6,450		50% subsidy full first year broadcasting and 30% in 2 nd year
F2. Non core staff salary costs	Lumpsum	1	47,820	47,820		
F3. Programme production	Lumpsum	1	24,750	24,750		100% subsidy full first year broadcasting and 50% in year 2
F4. Transport and communication	Lumpsum	1	78,819	78,819		
F5. Equipment maintenance & replacement	Lumpsum	1	15,000	3,000		
F6. Management & Administration	Lumpsum	1	38,800	38,800		
Sub Total					211,639	
Grand Total					1,114,974	

Table 20 Recurrent Costs for Option 3

Item	Unit	Unit cost	No. Units	Cost		Project subsidy project life			Totals
						Year 1	Year 2	Year 3	
A. Power supply recurrent costs⁸									
Routine maintenance solar system	per year	1,500	2	3,000			750	1500	2250
A1. Fuel purchase diesel generators - transmission & studio based on generation power 60 days per year	per year	5,250	2	10,500		-	2625	1,575	4,200
Sub total					13,500				6,450
B. None Core Staff - salary costs⁹									
B1. Producers / Journalists (based in Kotido with 1 person based in Kaabong and Abim) @ up to US\$300/month (rate would vary depending on performance etc. 7 individuals	per year	25,200	2.25	56,700		6,300	12,600	7,560	26,460

⁸Assumes that under an SLA with UBC that Trust would pay 75% costs of diesel for transmission sites (actual estimated fuel costs are US\$ 7000 per year)

⁹Assumes that UBC would post a Broadcast Engineer to maintain its transmitters and that under an SLA this individual would also provide technical support with studio maintenance – UBC providing salary and Production House logistics support.

Item	Unit	Unit cost	No. Units	Cost		Project subsidy project life			Totals
						Year 1	Year 2	Year 3	
B2. Stringers up to 10 (based in key trading centres - small monthly retainer and paid per story filed) Monthly retainer @Ush 50,000 and Ush 15,000 per accepted story	per year	1,000	2	2,000		0	500	300	500
B3. Office administration/clerical support (2 persons)	per year	7,200	2.25	16,200		1,800	3,600	2,160	7,560
B4. Driver ¹⁰	per year	1,800	3	5,400		8,100	16,700	10,020	34,520
Sub Total					80,300				47,820
C. Programme Production Costs									
C1. Production costs - news and current affairs programme (daily) @ up to US\$ 50 per episode	per year	2,500	2	5,000		-	2,500	1,250	3,750
C2. Production costs - drama incl transport actors/script writer etc	per year	5,000	2	10,000		-	5,000	2,500	7,500
C3. Livelihoods Programme - twice per week	per year	2,000	2	4,000		-	2,000	1,000	3,000
C4. Breakfast show - daily	per year	1,000	2	2,000		-	1,000	500	1,500
C5. Production Costs - health and education programmes both once weekly	per year	2,000	2	4,000		-	2,000	1,000	3,000

¹⁰Driver maintained on project costs for duration

Item	Unit	Unit cost	No. Units	Cost		Project subsidy project life			Totals
						Year 1	Year 2	Year 3	
C6. Production Costs youth programme - weekly (repeated)	per year	2,000	2	4,000		-	2,000	1,000	3,000
C7. Production Costs - Saturday afternoon "Magazine" programme	per year	2,000	2	4,000		-	2,000	1,000	3,000
Sub Total					82,500		16,500	8,250	24,750
D. Transport and communications									
D1. Fuel, lubricants and maintenance	per year	10,213	3	30,638		0	10,213	5,106	15,319
D2. Communication (telephone)	per year	6,000	3	18,000		2,000	6,000	3,000	11,000
D3. VSAT subscription	per year	30,000	3	82,500		7,500	30,000	15,000	52,500
Sub total					131,138	9,500	46,213	23,106	78,819
E. Equipment maintenance and replacement									
E1. Routine maintenance and repair	per year	10,000	2	20,000			10,000	5,000	15,000
Sub-total					20,000		10,000	5,000	15,000
F. Management & Administration									
F1. Stationery and office supplies	per year	1,000	3	2,500		500	1,000	500	2,000
F2. Rent (Kaabong, Abim sub offices)	per year	7,200	2	14,400		0	7,200	3,600	10,800
F3. Meetings (including Board)	per year	12,000	3	36,000		4,000	12,000	6,000	22,000
F4. Focus Groups and feedback	per year	2,000	3	6,000		1,000	2,000	1,000	4,000
Sub total						5,500	22,200	11,100	38,800
Grand Total		136,863				41,900	124,463	60,826	211,639

Table 21 Revenue projections for Option 3

			Year 1		Year 2		Year 3	
Item	Unit	Unit income	No. of Units	Total	No. of Units	Total	No. of Units	Total
Commercial Block advertising - commercial advertisers (AirTel, MTN, Breweries)	Contracts per month	2,000,000	-	-	30	60,000,000	36	72,000,000
Govt/National Programmes block advertising (including production)	Contracts per month	2,000,000	-	-	12	24,000,000	20	40,000,000
External rebroadcast programmes (straight talk etc)	Per Hour	600,000	-	-	52	31,200,000	78	46,800,000
Airtime sub letting (NGOs/UN agencies)	Per Hour	600,000	-	-	178	106,800,000	364	218,400,000
Programme Sponsorship	Per hour	250,000	-	-	104	26,000,000	156	39,000,000
Official spot messages and announcements	Per announcement	10,000	-	-	520	5,200,000	780	7,800,000
Personal announcements	Per announcements	5,000	-	-	520	2,600,000	780	3,900,000
Uganda Shillings						255,800,000		427,900,000
US Dollars						91,357		152,821

Financial and economic analysis

In this section the options presented are analysed in terms of their financial and economic cost and benefits

5.1 Financial analysis of options

A number of assumptions have been made in developing the costings against all three options presented in this report.

Project Costs: These were calculated based on the best information available on the price of both broadcasting equipment and other non-consumables.

Recurrent costs: Were derived after research into likely operating costs including salaries. Salary costs were based on information about the rates paid by stations elsewhere in the wider region.

Revenue projections: These have been based on information obtained about rates charged on rural stations of a similar size elsewhere in northern Uganda. In putting the estimates together it has been assumed that there will be relatively high interest amongst NGOs/UN agencies or Government programmes to sponsor programmes, sub-let airtime or book spot messages. This seems reasonable at the present time and seems likely to continue over the short-medium term. It has also been assumed that commercial block advertisers will initially be cautious about booking advertising given the relatively low purchasing power of many of the audience and limited competition for their goods and services.

Audience: It has been assumed that by the end of the second year of broadcasting that programmes will attract a large audience within the area where the signal can be heard. Calculations are based on approximately 60% of the population (taking into account the proportion of the population under 5 and other factors) in the coverage hearing one or more programmes on a weekly basis. Given the lack of access to other media and high interest in hearing radio this is felt to be a reasonable assumption.

For Option 1 it is assumed that signal coverage will be limited to within 10-20km radius of one district HQ with a population of approximately 100,000 in the coverage area. For Options 2 & 3 it is assumed that signal coverage across the region will be high with a total population of approximately 850,000.

The table below presents a comparison of the project costs, recurrent costs, projected revenue and potential audience.

Table 22: Financial comparison of options and potential audience

Option	Project Costs	Recurrent Costs	Projected revenue	Balance	Potential audience
	US\$	(US\$ annual)	(US\$ annual)	(US\$ annual)	
1	208,165	42,600	18,107	- 24,493	60,000
2	1,231,574	144,613	152,821	+ 8,208	510,000
3	1,114,974	136,863	152,821	+ 15,958	510,000

5.2 Cost effectiveness and social benefit

Options 2 & 3 (at US\$ 1,231,574 and US\$1,114,974 respectively) represent a considerable investment on a relatively high risk intervention. However, taking Option 3 as an example, it is worth noting that in real terms this actually represents a capital investment of only US\$ 2.20 per listener reached with a variety of livelihoods, health, education, governance, peace and conflict prevention information on an ongoing basis. It also offers a potential means to more effectively influence policy and decision makers.

While actual social benefit analysis in terms of economic costs is hard to construct at this stage (given the large number of variables and other factors involved) the figures provided above suggest that any project would actually be highly cost effective when taking into account the potential social benefits that could accrue.

It is also worth noting that the costs involved in implementing any project over three years would represent less than 8% of the cost of the humanitarian inputs made in Karamoja so far in 2011¹¹. If resources spent on development projects and the cost of the delivery of Government programmes were also taken into account this percentage would fall much further.

¹¹Source: UNOCHA Financial Tracking Service

Moving forward

In this section the options presented are compared and summarised and a preferred option is recommended. The potential steps that would need to be taken to develop any project are further outlined and discussed.

6.1 Comparative analysis of options and recommendation

All of the options described above present both opportunities and challenges in terms of coverage, technical feasibility, socio-political factors and cost (in terms of capital investment and sustainability).

Option 1: Community Radio: It would be feasible for Oxfam GB to support the development of one (or even) more small community radio stations in northern Karamoja. These would be relatively low cost installations operating on low power and could be managed at community level.

The advantage of this model is that it could provide a relatively low cost means of getting a radio station on the air in an area where there is currently limited coverage and there is demand for broadcasting services. However there are a number of significant disadvantages with this approach. These include;

- *Coverage:* Only relatively low population coverage would be achieved (10-15km from transmission site). Such stations would almost inevitably only end up serving a peri-urban audience.
- *Inclusiveness:* Given the situation in Karamoja there is probably a considerable risk that any station(s) of this type would end up serving, or being perceived as serving, only a particular interest group or community and being controlled by them. This would seriously undermine the development objectives of any project.
- *Cost:* Whilst initial investment costs are relatively low projections for revenue suggest that a station of this type would struggle to raise sufficient income to be sustainable after the life of any project.

Option 2: Standalone Private Radio: This would involve the development of a radio station with its own dedicated studios and transmission equipment with the capacity to achieve wide area coverage across northern Karamoja. It would be a major undertaking but the potential impact is considerable in terms of furthering Oxfam GB NCS and Karamoja Programme objectives.

However there are a number of challenges associated with pursuing this option. These include;

- *Cost:* Capital investment cost would be relatively high.

- *Institutional complexity:* significant institutional development and capacity building inputs would be required to meet the rigorous criteria to obtain a full broadcast licence and to ensure that an institution was developed which in the long term was sustainable in both economic and socio-political terms.
- *Political risk:* Whilst the potential benefits of a station of this type are considerable consequences of failure are also high. Expectations, which are already high even at this scoping stage, would be further raised and if in the final analysis it were not possible to complete the project this could have negative implications for Oxfam GB's local reputation in northern Karamoja. Any station is also likely to develop a high profile. It will almost inevitably from time to time find itself raising contentious issues. There would be significant potential institutional risks to Oxfam GB which would require careful assessment, management and senior staff time.

Option 3: Hybrid: This would involve the development of an independent production house with dedicated studios. Concurrently UBC would be supported with the capital investment required to expand its transmission coverage to both Kotido and Kaabong. Programming of up to eight hours a day (morning and evening) would be produced by the Production House and broadcast over the UBC transmitters after being uplinked to UBC by VSAT. For the remainder of the day UBC could broadcast the national programme over these transmitters.

This model has a number of significant advantages. The use of UBC transmitters would mean that it would not have to install and manage its own transmission equipment. The use of UBC transmitters under such an arrangement would also mean that a broadcast licence would not be required. Use of UBC transmitters and the establishment of a working relationship with them might also provide a degree of political cover and protection. This approach also reduces the potential recurrent costs and technical maintenance that would need to be met by an institution created by the project.

However it also poses a number of considerable challenges. These include;

- *Cost:* Capital investment cost would be relatively high although somewhat lower than Option 2 as use could be made of some existing equipment that is in the possession of UBC. This approach would almost certainly require financial inputs and political and technical support from a cross section of organisations and stakeholders.
- *Institutional complexity:* This option is the most institutionally complex as it would require careful negotiation with a number of stakeholders including Government (in the form of the Ministry of Information and UBC). Arrangements with UBC would need to be carefully negotiated and clearly spelt out within a binding service level agreement (SLA) and would need to include agreement on inputs and responsibilities and control over revenue generation and use.
- *Political risk:* Whilst the potential benefits of a station of this type are considerable consequences of failure are also high. Political risks are similar to those outlined under Option 2. However if a robust SLA can be negotiated with UBC some of these risks may be attenuated by this. There is some risk that association with UBC could arguably result in a risk of programmes being perceived as too closely associated with Government. However if the Production House established a strong identity and is well managed this risk should be relatively low and manageable and has to be balanced against the potential benefits in terms of political cover and risk reduction.

Taking into account the analysis presented above it is recommended that Option 3: Independent Production House with UBC Transmission should be pursued as the preferred option. This option presents the most likely model to achieve the wider objectives of any project and is likely to be the most financially and technically sustainable in the long term.

6.2 Next steps

If Oxfam GB wished to move forward with the development of any project there are a number of next steps which would be required prior to project implementation taking place. These are outlined below.

Step 1: Dialogue with potential strategic partners: As previously outlined this project offers the potential to have a significant impact in northern Karamoja in development terms. However it is institutionally complex and would require significant capital investment. There are political and institutional risks involved which are likely to need to be carefully managed and pooled.

For the reasons highlighted above Oxfam GB should seek to establish strategic partnerships with groups that might be interested in seeing a project develop. At this stage it is recommended that this group should be limited in number and discussions should be confined to the national level. Whilst this may appear to be limiting participation there are significant risks in building unmanageable expectations at this stage which should be managed carefully.

As a group they should be approached and selected on the basis that they;

- Are broadly like-minded in terms of their overall approach to development issues in Karamoja.
- That they have the potential to either access financial resources or lever resources.
- That they are able to play a potential role in political brokerage with Government in terms of approaching and negotiating with Government (in the form of UBC and potentially the Ministry of Karamoja)
- That they have specific technical expertise that may be of value in terms of project development.

The role of such a group would be to discuss and consider further the financial feasibility of any project and to be involved in preliminary discussions with Government. Oxfam GB might already have ideas about who to engage with at this stage. Potential strategic partners who might usefully be further consulted at an initial stage could include;

- *Irish Aid:* Have expressed interest in any initiative and are potentially important both in potential financing and in terms of a political brokerage and intermediary role with Government.
- *UN Resident Coordinators Office:* Potentially important in terms of political brokerage and later broader support from the wider UN Country Team. Possible leverage and ideas in terms of financing.
- *ADRA:* Currently has an extensive programme in northern Karamoja including elements of grass roots media production and in house technical expertise

- *Press Now:* Commissioned a broader analysis of media in Karamoja recently and remain interested in the region. Possess international expertise in the development of media in challenging environments that could be of value. Potential leverage and access to resources in the Netherlands.
- *Uganda Radio Network:* Technical expertise and potential source of talent and training.

It is *recommended* that Oxfam GB should consider convening a meeting of this, or a similar group, to present and discuss the findings of the Scoping Study and to gauge interest in further pursuing the development of a project. The group could be expanded slightly based on the advice of those present at any initial meeting and develop into an initial Project Steering Committee if appropriate.

Following this and any subsequent follow up meetings an assessment should be made by Oxfam GB of the feasibility of pursuing the project in terms of the likely availability of financial and technical resources before proceeding further.

Step 2: Assessment of Government (UBC) willingness to engage: Potential UBC interest in engaging in any project needs to be formally established at an early stage. This is likely to involve discussions at both the technical and political level.

It is *recommended* that a formal approach would best be made through the auspices of a bilateral donor who are likely to be able to help ensure the level of access required to decision makers and champion the potential benefits of the project to all parties. It may also be necessary to have dialogue at an early stage with the Ministry of Karamoja.

Step 3: Establish broader Stakeholder buy in: If the outcome of the preceding steps are positive the establishment of broader stakeholder buy in will be necessary at both the national and local level. At the national level a Project Steering Committee could make a presentation to both the donor group, a wider meeting of civil society representatives and potential private sector partners (for example Airtel).

More importantly at a local level it is *recommended* that a one day consultative meeting be convened in northern Karamoja where the outcome of the scoping study is presented and a potential project is discussed. Stakeholders should include Local Government (political and technical), Parliamentarians, and Civil Society, Community Representatives, and security agencies (probably best achieved through inviting DISO's /RDC's. A certain amount of preparatory briefing and influencing work would be required to try and ensure the best possible outcome. The objectives of such a meeting should be to;

- Validate the scoping study findings and obtain peoples feedback
- Build consensus and support for the proposed project
- Chart a way forward in terms of the development of institutional arrangements – including agreement of a road map to establish stakeholder representation on any Board (at Trust level) and wider community engagement in terms of Focus Groups etc.

Step 4: Develop a full project proposal: At this stage a full project proposal should be developed. This would need to include drafts of agreements outlining institutional roles, ownership of investments and a service level agreement between UBC, financial partners and the Project Steering Committee.

6.3 Timing and resources

It should be anticipated that following through the steps above is likely to take up to 4 months from the outset to completion.

Resources (not taking into account any consultancy input) would need to include financing for meetings, particularly the consultative meeting in Karamoja which might involve up to 100 people.

Annexes

Annex 1: Terms of Reference

Scoping Study for Development of Radio Station for Northern Karamoja

Background

1. Background to the Region

Karamoja, in north-eastern Uganda, has an estimated population of around 1.1 million people living in the five districts of Kotido, Kaabong, Abim, Greater Moroto and Greater Nakapiririt. The majority of the population depends on pastoral and/or agro-pastoral livelihoods and therefore this whole programme is particularly framed with pastoralist lives and realities in mind.

In Uganda, pastoralists range from agro-pastoralists – who are largely sedentary and combine livestock keeping with some crop production – to more mobile transhumance pastoralists, who maintain a home base where a small core herd is kept, with a satellite herd that moves in search of water and pastures as seasons demand. The programme's target districts contain both, throughout an area of 27,000 km² (10% of Uganda's area).

In this poorest and most impoverished region of Uganda, despite the relatively high asset base in terms of animals, the livelihoods of most communities are extremely vulnerable, with an estimated 82% living in poverty. While livestock constitutes the cornerstone of livelihoods, and plays a vital role in the cultural, economic, political and spiritual life of the community, key problems that assail the community include inadequate social and animal health services¹², limited access to water and grazing for livestock, limited opportunity to market locally produced products, lack of land tenure, weak governance and conflict resolution structures.

2. Background to the Programme

In October 2010 Oxfam and Trocaire received a three year grant from Irish Aid to implement a livelihoods-focused programme in Karamoja. The programme has the following objectives:

- To build the assets, economic opportunities, and resilience of female and male pastoralists and agro-pastoralists and members of other minority groups in Kotido&Kaabong Districts.

12 According to 2008 animal census by UBOS, Kotido has the highest number of indigenous cattle 694,250 with only one practicing doctor who has to also attend to goats, sheep, donkey, chicken and dogs.

- To increase access to appropriate production services (mainly animal health & water) for male & female pastoralists, agro-pastoralists and members of other minority groups in Kotido&Kaabong Districts.
- To strengthen accountability mechanisms and promote active citizenship to hold those in power to account.
- To increase the responsiveness of national policies to pastoralist livelihoods and the needs of the people of Karamoja.
- To increase the knowledge and reduce the acceptance of domestic violence by women and men in Kotido and Kaabong Districts.

Oxfam GB has been working in Uganda since 1960 implementing humanitarian and long-term development Programmes. With an intended impact of working with others to overcome poverty and suffering, Oxfam GB through a one-programme approach (Focusing on Development, Emergency and Advocacy & Campaigns) supports integrated and stand alone livelihoods, Resilience and Disaster Risk Reduction, Emergency, Governance and Prevention of Domestic Violence with Gender Mainstreaming and HIV&AIDs as cross cutting theme in the Rwenzori, Karamoja and Kitgum programme areas.

Trocaire is the international development arm of the Catholic Church of Ireland. Trocaire currently have ongoing partnerships in Karamoja.

3. Background to this Scoping Study

For several years, Oxfam, Trocaire and others have been interested in increasing the level of information to the people of Karamoja. An earlier initiative by Oxfam to increase reception of radio to the region through distribution of radios failed due to lack of good radio coverage. In addition, the EU donated radio equipment to Kotido District but this has been left unused for some years due to technical problems and a lack of resources to complete the work. Trocaire and the Diocese have expressed interest in having a radio for the region. The District Chairperson LCV in December, along with the Kotido MP, expressed an interest in Oxfam supporting the launch of this radio under the recently launched Irish Aid – Oxfam programme.

Oxfam and Trocaire remain interested in to increase information to the population and see the creation of a radio station with good coverage across northern Karamoja, providing public information and 'public service broadcasting, promoting peace, reconciliation and development across the region, and with a sustainable and solid institutional basis'¹³, as a valuable contribution to the human development of the region. Within the recently launched three year programme with Irish Aid support, and the collaboration of the District Local Governments and representatives of religious institutions, we feel there is a solid base for investing in this as an intervention.

However, we are aware that there are technical, institutional, legal, and organisational complexities, as well as those related to community relations, in developing a sustainable, well managed, public service-oriented station. The intention of the scoping study is to explore these issues, the priorities of the interested stakeholders, and to outline a possible intervention that could best achieve the objective of a sustainable, well managed, inclusive and empowering public service-oriented station.

¹³Including governance, legal, technical competence, organizational capacity, and financial sustainability.

4. Overall Objective of the Scoping Study

To explore the various issues related to the establishment of a sustainable, well managed, inclusive and empowering public service-oriented station serving northern Karamoja; to make clear recommendations on how this objective might be achieved; and to outline a coasted plan of action for Oxfam & Trocaire and relevant stakeholders to achieve this objective.

5. Specific Objectives

Preferences and Consultation

1. Identify key stakeholders in this project, ensuring gender issues are considered in the identification;
2. Identify for each of these stakeholders their views and preferences for such a radio station in terms of management, governance, content, coverage, timing;
3. Consult with regulatory bodies, and other relevant organisations and bodies for views on this project;
4. Consult with EU on their previous donation and determine any requirements or concerns on their side;
5. Identify how different stakeholders, and particularly men and women in Karamoja, would make use of radio, how they would be able to access it, and how it can be best delivered to meet their needs (timing, types of programming, languages, etc)

Technical Aspects

1. Assess the technical potential for delivery of radio to different parts of northern Karamoja
2. Determine the capability of the equipment delivered to Kotido District
3. Determine the technical requirements and costs involved of activating the existing equipment in Karamoja
4. Determine the limitations of the equipment in terms of coverage and what might be done to address those to allow for minimum levels of coverage (geographically, timing, etc)

Radio Programming (Content and Delivery)

1. Determine the required capacities to deliver different levels of programming in terms of people (numbers and skills), running costs;
2. Determine the amount of programme content and how this might be sourced, including costs;
3. Assess local capacities for the management of a radio station and the development and delivery of programmes, what gaps exist and how these might be filled;
4. Outline a human resourcing and development plan as appropriate;
5. Outline an oversight mechanism for programme content that ensures content conforms to legal requirements and promotes the mission of the radio station.

Governance and Institutional Aspects

1. Outline the legal requirements for radio stations in Uganda;
2. Outline a possible governance structure for the radio station including membership of the Board of Governors and how it can be designed to promote its reputation as independent and respected and trusted across community groups, and well managed.

Financing and Financial Self-Sustainability

1. Assess likely capital and running costs for the radio station;
2. Identify possible sources of revenue;
3. Present business plans based on varying levels of programming, allowing for financial self-sustainability within two years.

3. Outputs

- Report against the parameters agreed with Oxfam;
- Costed business plan for establishment and management, for an initial five year period.

Deadline for proposals: 16.00 Friday 11th March.

Proposals should include a clear scope of the work proposed, methodology proposed to complete the task, including key deliverables to Oxfam, budget and timeline for the work, CVs of key team members, track record and references in support of capacity to do the study.

Requests for full TOR and applications should be sent to The Administrator, Oxfam GB Uganda, Plot No 3459, Tank Hill Rd, Muyenga, P.O Box 6228, Kampala'. Soft copies can be sent to 'kampala@oxfam.org.uk ', copied to fodokorach@oxfam.org.uk.

Annex 2: Topic Guides

SYNOVATE GROUP

- Current available information on radio ownership /listenership/ audience trends in Karamoja
- Knowledge of existing platforms and market share
- Views on real interest advertisers in this market.
- Views on challenges / modalities for programme monitoring of output

MTN AND AIRTEL

- Customer base in Karamoja (if willing to share) – voice, data and Mobile Money transfer services
- Interest in FM platform covering northern Karamoja if it was on air
- Rates paid for block adverts
- Use of new media (SMS multicast messaging and voice texting in Karamoja)
- Data – options and bandwidth

MINISTRY OF WATER AND ENVIRONMENT

- Information on current relevant Government policies and programmes related to Climate Change and water resource management in Karamoja
- Use of / plans for information/messaging to general population in Karamoja
- Budgets within Ministry for messaging / communications
- Views on potential for radio station in northern Karamoja

UNDP – OFFICE OF RESIDENT COORDINATOR

- Current status of dialogue between GoU and development partners on development policy in Karamoja
- Current UN engagement – both in humanitarian and development terms (who are major players in terms of UN agencies)
- Current engagement in messaging and communications in Karamoja (which agencies involved in this – should be spoken to?)
- Views on potential for radio station in northern Karamoja including both opportunities and risks

UN Agencies and Civil Society

- What radio stations can be heard and are listened to in this area
- Who listens to the radio and when – are there groups who do not listen or have access
- Is radio currently used by your agency to communicate / provide messages – if so who pays for this

- What type of information is most needed – are there any risks associated with certain kinds of programming
- Is there need for programmes about national issues and issues within East Africa? Is there need for general news bulletins? Is there need for cultural and programmes which strengthen identity
- Is there need for entertainment based programming or music programming? What type of music would be preferred
- Are there different needs for programming between different groups, especially youth, elders and women? What types of programming do they prefer
- Who should contribute to general programming
- Who should be involved as sources of general radio programming? How can the community be involved in sourcing and production of radio programmes? Are there local information resources which can contribute? Which organizations could / should be involved locally
- How would you give a fair representation to all groups (including within the set up and staffing)
- Is there any need for non- Karamojong language to be used on air
- How a station should be managed – if there was a Board which groups should be represented on it. What are the risks

UGANDA COMMUNICATIONS COMMISSION

- Radio licensing processes and procedures (including time taken for processing)
- Institutions / bodies eligible to apply for a broadcast license and any exclusion criteria
- Broadcasting standards and guidelines (the old UBC rules and regulations)
- Updated list current stations / bodies granted licenses (website list is November 2010)
- Any relevant information on pending applications for northern Karamoja
- (Copies of any relevant documents should be sought and obtained)

POLITICAL LEADERSHIP

- What radio stations can be heard and are listened to in this area
- Who listens to the radio and when – are there groups who do not listen or have access
- Is radio currently used by you/your staff to communicate / provide messages – if so who by and who pays for this
- What type of information is most needed
- Is there need for programmes about national issues and issues within East Africa? Is there need for general news bulletins? Is there need for cultural and programmes which strengthen identity
- Is there need for entertainment based programming or music programming? What type of music would be preferred
- Are there different needs for programming between different groups, especially youth, elders and women? What types of programming do they prefer

- Who should contribute to general programming
- Who should be involved as sources of general radio programming? How can the community be involved in sourcing and production of radio programmes? Are there local information resources which can contribute? Which organizations could / should be involved locally
- How would you give a fair representation to all groups (including within the set up and staffing)
- Is there any need for non- Karamojong language to be used on air? Which ones? How widely are they spoken?
- How should a station be managed – if there was a Board which groups should be represented on it

STRAIGHT TALK FOUNDATION

- Status of current project in Karamoja – and plans for the future
- Views on current broadcasting platforms in use – service gaps and opportunities
- If FM existed in Kotido / Kaabong would Straight Talk be likely to purchase airtime and use it
- Experience of challenges / opportunities involved in producing regular programmes – establishment and maintenance of studio / recruitment staff etc.
- Methods used to obtain audience engagement and feedback etc.
- Institutional establishment – any thoughts?
- Views on potential for radio station in northern Karamoja including both opportunities and risks

DISO AND UPDF

- What radio stations can be heard and are listened to in this area
- Who listens to the radio and when – are there groups who do not listen or have access
- Is radio currently used by you/your staff to communicate / provide messages
- What type of information is most needed
- Is there need for programmes about national issues and issues within East Africa? Is there need for general news bulletins? Is there need for cultural and programmes which strengthen identity
- Is there need for entertainment based programming or music programming? What type of music would be preferred
- How important is/would be radio for your work and how would you wish to use it or access it
- Are there any risks posed by certain types of programme or messages
- Which organizations could / should be involved locally in programming and management
- How a station should be managed – if there was a Board which groups should be represented on it. What are the risks

RELIGIOUS AND TRADITIONAL LEADERS

- What radio stations can be heard and are listened to in this area
- Who listens to the radio and when – are there groups who do not listen or have access
- Is radio currently used by you to communicate / provide messages – if so who by and do you have to pay
- How are messages from Government / NGOs etc currently sent to people – what do you think about approaches and messages currently sent (good and bad experiences)
- What type of information is most needed – are there any risks associated with certain kinds of programming or messages
- How could radio best help in reducing conflict and insecurity, are there risks associated with radio – and if so how should these be managed.
- Is there need for programmes about national issues and issues within East Africa? Is there need for general news bulletins? Is there need for cultural and programmes which strengthen identity
- Is there need for entertainment based programming or music programming? What type of music would be preferred
- Are there different needs for programming between different groups, especially youth, elders and women? What types of programming do they prefer
- How can the community be involved in sourcing and production of radio programmes? Are there local information resources which can contribute? Which organizations could / should be involved locally
- How would you give a fair representation to all groups (including within the set up and staffing)
- How a station should be managed – if there was a Board which groups should be represented on it. What are the risks

CIVIL SOCIETY - PARTNERS

- What radio stations can be heard and are listened to in this area
- Who listens to the radio and when – are there groups who do not listen or have access
- Is radio currently used by your agency to communicate / provide messages – if so who pays for this
- What type of information is most needed – are there any risks associated with certain kinds of programming
- Is there need for programmes about national issues and issues within East Africa? Is there need for general news bulletins?
- Is there need for entertainment based programming or music programming? What type of music would be preferred
- Are there different needs for programming between different groups, especially youth, elders and women? What types of programming do they prefer
- Who should contribute to general programming

- Who should be involved as sources of general radio programming? How can the community be involved in sourcing and production of radio programmes? Are there local information resources which can contribute? Which organizations could / should be involved locally
- How would you give a fair representation to all groups (including within the set up and staffing)
- How a station should be managed – if there was a Board which groups should be represented on it. What are the risks
- What role would you see your agency playing in the establishment / funding and management of any project

OPM (DISASTER PREPAREDNESS)

- Information on current relevant Government policies and programmes related to DP – Climate Change
- Use of / plans for information/messaging to general population in Karamoja
- Budgets within Ministry for messaging / communications
- Views on potential for radio station in northern Karamoja

OCHA

- Current status of dialogue between GoU and development partners on development policy in Karamoja
- Current UN engagement – both in humanitarian and development terms (who are major players in terms of UN agencies)
- Current engagement in messaging and communications in Karamoja (which agencies involved in this – should be spoken to?)
- Views on potential for radio station in northern Karamoja including both opportunities and risks

MINISTRY OF KARAMOJA

- Information on current relevant Government policies and programmes (e.g. KFSAP, PRDP, NUSAF II)
- Use of / plans for information/messaging to general population in Karamoja
- Budgets within Ministry for messaging / communications
- Views on potential for radio station in northern Karamoja

KARAMOJA WORKING GROUP

- Current status of dialogue between GoU and development partners on development policy in Karamoja
- Major programmes/projects underway run by Government and donors
- Views on potential for radio station in northern Karamoja including both opportunities and risks

KARAMOJA PARLIAMENTARY GROUP

- Views on key issues / needs that should be addressed on any radio programme
- Approach to audience
- Views on ownership and institutional arrangements
- Views on challenges and opportunities

IRISH AID

- Current status of dialogue between GoU and development partners on development policy in Karamoja
- Major programmes/projects underway run by Irish Aid – current country strategy and approach
- Views on potential for radio station in northern Karamoja including both opportunities and risks
- Views on potential Oxfam/Trocaire engagement with radio – including opportunities and risks
- Views on options / management models

EUROPEAN COMMISSION

- Current status of dialogue between GoU and development partners on development policy in Karamoja
- Current EC development programmes and plans over next five years
- Current engagement in messaging and communications in Karamoja – do projects have budgets to do this (run through them or by Ministries)
- Views on potential for radio station in northern Karamoja including both opportunities and risks
- Background on EC Radio project which had problems – lessons learned and current status of equipment / ownership etc.

COMMUNITY GROUPS AND LAYERS

- Radio and mobile phone ownership and use
- Radio access , modalities and times
- What radio stations can be heard and are listened to in this area
- What type of information is most needed – are there any risks associated with certain kinds of programming
- Is there need for programmes about national issues and issues within East Africa? Is there need for general news bulletins? Is there need for cultural and programmes which strengthen identity
- Is there need for entertainment based programming or music programming? What type of music would be preferred? What else do people want to hear
- Are there different needs for programming between different groups, especially youth, elders and women? What types of programming do they prefer

- What messages are heard on radio from Government and agencies, content and style
- Who should be involved as sources of general radio programming? How can the community be involved in sourcing and production of radio programmes? Are there local information resources which can contribute? Which organizations could / should be involved locally
- How would you give a fair representation to all groups (including within the set up and staffing)

CHAMBER OF COMMERCE/TRADE

- What radio stations can be heard and are listened to in this area
- Who listens to the radio and when – are there groups who do not listen or have access
- Is radio currently used by your business
- What type of information is most needed – are there any risks associated with certain kinds of programming
- Who should be involved as sources of general radio programming? How can the community be involved in sourcing and production of radio programmes? Are there local information resources which can contribute? Which organizations could / should be involved locally
- How would you give a fair representation to all groups (including within the set up and staffing)
- Would you pay for messages / adverts on a station
- How a station should be managed – if there was a Board which groups should be represented on it. What are the risks

CAO AND TECHNICAL OFFICERS

- What radio stations can be heard and are listened to in this area
- Who listens to the radio and when – are there groups who do not listen or have access
- Is radio currently used by you/your staff to communicate / provide messages – if so who by and who pays for this
- What type of information is most needed – are there any risks associated with certain kinds of programming
- Is there need for programmes about national issues and issues within East Africa? Is there need for general news bulletins? Is there need for cultural and programmes which strengthen identity
- Is there need for entertainment based programming or music programming? What type of music would be preferred
- Are there different needs for programming between different groups, especially youth, elders and women? What types of programming do they prefer
- Who should contribute to general programming
- Who should be involved as sources of general radio programming? How can the community be involved in sourcing and production of radio programmes? Are there local information resources which can contribute? Which organizations could / should be involved locally

- How would you give a fair representation to all groups (including within the set up and staffing)
- Is there any need for non- Karamojong language to be used on air
- How a station should be managed – if there was a Board which groups should be represented on it. What are the risks

BROADCAST COVERAGE AND TECHNICAL ISSUES

- Potential transmission sites and options (existing mast rental, new build etc) and associated costs
- Specifications and indicative costs transmitter and antenna (capital and recurrent)
- Specifications and indicative cost - studio (capital and recurrent)
- Studio location – options (presence suitable buildings rent and cost / new build)
- Power supply – requirements, options and cost
- Data – available service providers, bandwidth and cost (e.g. 3G/Edge others)
- Availability and cost of radio sets in markets in Kotido and Kaabong (type, frequency coverage) and cost/supply dry cells.
- Existing Kotido equipment mentioned in ToR – specification, serviceable condition and legal ownership and issues

Annex 3: Spot heights recorded at various locations during the study

SITE	LONGITUDE (E)	LATITUDE (N)	ALTITUDE (M)
KOTIDO			
MTN TOWER	34° 06' 59"	03° 00' 40"	1268
UTL TOWER	34° 07' 09"	03° 00' 44"	1265
MARKET PLACE	34° 06' 40"	03° 00' 21"	1254
COU	34° 06' 32"	03° 00' 09"	1249
PANYANGARA SUBCOUNTY	34° 08' 32"	02° 57' 53"	1201
OXFAM	34° 06' 20"	03° 00' 04"	1254
LODERA	34° 08' 38"	02° 56' 18"	1234
UBC	34° 07' 06"	03° 00' 43"	1256
CATHOLIC STUDIO	34° 06' 55"	03° 00' 16"	1252
ABIM ROAD	34° 05' 08"	02° 59' 47"	1237
KABONG			
CAO OFFICE	34° 07' 54"	03° 03' 50"	1532
MTN REPEATER	34° 08' 45"	03° 25' 12"	1460
LONERIA	34° 03' 04"	03° 32' 03"	1558
OXFAM GUEST HOUSE	34° 07' 49"	03° 31' 01"	1533
LOREGECHORA	34° 02' 38"	03° 31' 01"	1511
AIRTEL SITE	34° 05' 42"	03° 31' 49"	1622
MTN SITE 2	34° 07' 24"	03° 32' 06"	1606
MTN SITE 1	34° 07' 58"	03° 31' 08"	1551
ADMIN CENTRE	34° 08' 31"	03° 30' 37"	1546
KARENGA MTN	33° 42' 34"	03° 36' 34"	1417
KAPEDO	33° 55' 47"	03° 41' 26"	1518
GULU	32° 18' 06"	02° 46' 59"	1111
KEY LOCATIONS BY LATITUDE AND LONGTITUDE AND LINE OF SIGHT DISTANCES			
KOTIDO	34° 07' 06"	03° 00' 43"	
MOROTO	34° 39' 53"	02° 30' 42"	82.166
MBALE	34° 14' 16"	01° 10' 01"	204.444
KITGUM	32° 52' 44"	03° 17' 28"	141.183
GULU	32° 26' 37"	02° 36' 16"	191.580
KAPCHORWA	34° 27' 04"	01° 22' 43"	184.362
KABONG	34° 08' 31"	03° 30' 37"	
MOROTO	34° 39' 53"	02° 30' 42"	124.782
MBALE	34° 14' 16"	01° 10' 01"	259.336
KITGUM	32° 52' 44"	03° 17' 28"	142.444
GULU	32° 26' 37"	02° 36' 16"	213.715
KAPCHORWA	34° 27' 04"	01° 22' 43"	238.207

