

PDACH-914

**MEDIA DEVELOPMENT IN NEWLY INDEPENDENT TIMOR-
LESTE**



INTERNEWS NETWORK

Final Evaluation Report



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1. Executive summary

Once the people of East Timor gained their independence, the East Timor independent media sector started to emerge, as there was a great need for information, communication, education and entertainment. The media sector clearly has an important contribution to make to the process of nation building.

As Timor-Leste heads towards greater autonomy in all areas of governance and civil society, and international aid diminishes, the role of skilled journalists and a stable and independent media is increasingly important. The media is one of the few sectors the community looks toward to facilitate public debate and fulfill the role of a watchdog on good governance and the public accountability of government and business leaders.

As a relatively new sector, the media sector in East Timor needed and needs to invest in its development. Being a poor and small country, the media are dependent for such investment on donor funding. Currently, the media are being tested by the diminishing donor funding, as this not only impacts on direct grants but on subsequent business income generated through advertising, civic education programs and general community wealth through employment. This underlines the importance of Internews, because it is externally funded and it supports first and foremost the media sector as a whole as well as individual organizations. This ensures sector building and effective use of limited funds.

At the end of its current program, Internews organized an evaluation to look back and to plan ahead. The focus of this evaluation was not just the Internews program, but the development of the media sector and Internews support role to achieve that. A large number of key stakeholder from the media, the donor communities, government and society were involved in this process

The general conclusion of the evaluation is that Internews, over the past 18 months, has made a strong contribution to fast-paced learning for a range of key media outlets, ensuring their ongoing sustainability. The beneficiaries of the Internews program call Internews's support invaluable. Without Internews, and the USAID funding, many of the necessary resources for the media would be too expensive and out of reach.

Frequent mention was made of the positive spirit of Internews, its true partnership, the open and structured communication and information and last but not least the fact that Internews delivers well and promptly. This sets a great example in the media community and makes working with Internews rewarding and easy.

However, the media and Internews also identified as a risk, rapid withdrawal of support/advice before fledgling media outlets and Internews local staff have had the opportunity to test their skills operating independently.

The media sector has matured, yet realises that it still has a long way to go. This development and self-awareness was clearly reflected in the conclusion of the sector that the best way to support its further growth would be through an independent local media NGO in 'Internews style' and supported by Internews.

Such an organization should continue and develop many of the current goals and activities of the Internews program. And crucially, it should adopt the Internews way of working in close collaboration with the media. Such an NGO will be able to pull resources and use them effectively and efficiently for the media sector as a whole in the interest of the development of the country. The new local media NGO should use the lessons learned from this evaluation to improve its approach and activities for the benefit of the media and the general public.

This report begins with a brief overview of the methodology of the evaluation. It then looks at the stakeholders' assessments of the different Internews projects: – results, successes and areas for improvement. It will continue with an analysis of key trends and their impact on the media and the Internews program as a precursor to a future needs assessment. This needs assessment for the media has been put in context of their 'higher' purpose in society. The final section of the report comprises recommendations from the participants and interviewees for the future of media development in East Timor and Internews contribution

2. Methodology of the evaluation

2.1 The Approach

The evaluation was based on the philosophy that it is a process that is characterised by:

- looking back in order to look forward;
- with all the key stakeholders involved;
- and driven by the 'common higher purpose' of what all stakeholders by means of the project aim to achieve.

The following principles formed the foundation for this project:

- **Whole System Thinking**

We believe that understanding capacity, value creation and evaluation, and strategies and tactics for adjustment require both micro and macro perspectives. This means that including and involving as many perspectives as possible is important. No one perspective has a mortgage on the truth. In fact understanding all significant perspectives not only creates a powerful understanding of the current situation, it paves the way for potent decisions about the way forward.

- **Movement not simply judgement**

Evaluation activities often stall because the focus remains primarily on *judgement*: how things went; what went well; what went not so well. Whilst this is clearly important, particularly during these stringent times of accountability of the public purse, developing ideas for movement and sustainability are also very important else the foundation which has been created is wasteful.

- **Learn and Adjust**

In the often dynamic chaos and ever changing environment of speedily developing countries it is important to not simply assume more of the same is warranted. Any evaluation project ought also scan the environment to understand what has changed most critically so that strategic decisions can be made. What may have been sensible measure at the start of a project may no-longer be relevant. Learning about the environment shifts and determining key adjustments for both evaluation and movement is important.

2.2 Key Steps:

2.2.1 Planning to Evaluate

This stage involved conversations and correspondence with the key project sponsor (Internews Chief of Party Timor-Leste) and some key stakeholders to become very clear about expectations, potential conflicts of interest, possible difficulties, etc. This phase did *not* mean that the evaluator lost objectivity rather it paves the way for clarity, easy access and efficiency. It resulted in a clear purpose and program for the workshop

2.2.2 A two-day evaluation and planning workshop with all key stakeholders

This workshop was designed to be most useful for both Internews as well as the non Internews participants from the media, the government and developing Organization. It focused on the role of the media and the Internews project as a vehicle to improve the best possible role for the media within 'a democratic country under construction'.

2.2.3 Collecting further date from non- participants

Interviews were organised prior and after the workshop with key stakeholders who were not able to join. The data from all interviews that were held prior to the workshop were used for the report as well as for input for the workshop. The ones that were held after the workshop were also used for the report as well as to validate the main findings and recommendations of the workshop.

2.2.4 Reviewing and Adjusting Program before end of current funding period

The outcome of the workshop and interviews with primary media partners has formed the basis of the evaluation report and planning for the next phase of the Internews program including the USAID funded

media development program No Cost Extension. It is also provided to enable Internews to determine ongoing program activity in Timor-Leste with other international aid and local media partners. In addition and very importantly, it has been used as an opportunity to adjust and modify the current project before period end to gain optimal results.

2.2.5 Reviewing and Adjusting Program before end of current funding period

This phase would offer an opportunity for the program to be adjusted and modified before period end. It is anticipated that this phase would predominately be undertaken during a two and a half day workshop with participants from all key stakeholder groups, as well as follow up interviews from partners at media outlets who were either not in country or had daily deadlines, and Tsunami relief support activities, minimising their time availability to be able to provide more than one hour of focussed time on program feedback and advice.

2.3 The Internews Media Review and Planning Workshop

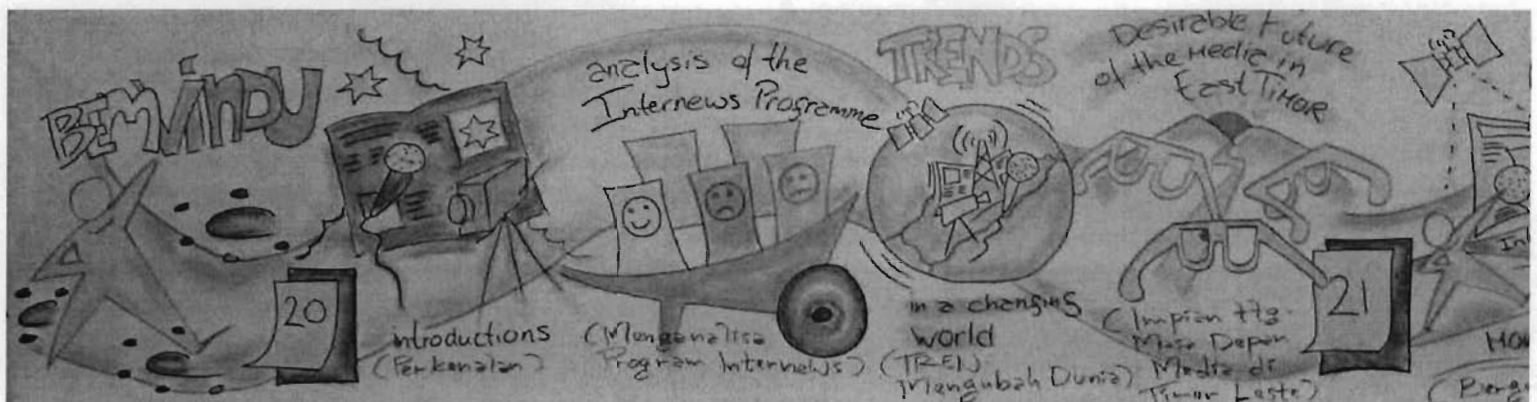


Figure 1. Participants at end of 2 day workshop

The workshop was held in Dili, East Timor on January 20-21, 2005. Over 60 representatives from key stakeholder groups and organization participated.

The key elements were:

- Reviewing program so far against pre-determined formal measures
- Reviewing the program against informal measures and collection of anecdotes
- Determining key trends and movements in the local environment(s), including political, social, technological as well as changing capacity/maturity in media Organization
- Gap analysis between existing program and the current (and predictive) environment
- Deciding adjustments to existing program to better meet local needs and stakeholder purposes
- Determining adjusted measure of success
- Identifying next steps



The outcomes were:

- Become better connected as a media community and with Internews
- Review the current state and future aspirations of the media

- Review the current state and future aspirations of the media in relation to needs of civil society
- Fine tune/adjust the current Internews media program in East Timor
- Plan for a likely next program cycle for Internews to support the emergent media sector in East Timor
- Develop shared goals the media can achieve together through collaboration and with support from Internews

This process also:

- Built an even stronger connection within the broad Internews and media community.
- Helped identify key people/perspectives to interview for the final stage evaluation
- Helped to build an insightful, shared foundation for future programs

An attractive and compelling purpose for the two days was formulated:

We come together to talk about the constructive role of the media in creating a better community.....and how Internews can help us with that, now and in the coming years



Figure 2. Community Radio Managers discuss the media with Internews Technician Johnny Guterres

In consultation with various participants a program was designed to ensure a good cultural fit and a program that would achieve its purpose. It resulted in the following agenda:

Agenda Day 1

<i>Registration and coffee</i>
<i>Welcome</i>
<i>Introductions</i>
<i>Break</i>
<i>Analysis of the current Internews program to support the media sector</i>
<i>Lunch</i>
<i>Analysis of the current Internews program to support the media sector</i>
<i>Trends that impact the media sector</i>
<i>Break</i>
<i>Desirable future scenarios I</i>
<i>End of day 1:</i>

Agenda Day 2

<i>Looking back - any reflections on yesterday and today's agenda</i>
<i>Desirable future scenarios II</i>
<i>Break</i>
<i>Moving & improving I</i>
<i>Lunch</i>
<i>Moving & improving II</i>
<i>Break</i>
<i>Deep Dive (optional)</i>
<i>Personal commitments and insights (optional)</i>
<i>Closure by Internews</i>

The two-day workshop was facilitated by Kees Jan Bender and Colin Pidd. Pro bono support was provided by international media and strategic planner Colin Pidd, Director of BTLi (www.btli.com.au)



Figure 3. Workshop session in action

2.4 Summary of participants reaction

The workshop was evaluated twice, after day 1 and after day 2. The participants were full of praise of the chosen approach. The program was fun and varied. They appreciated the fact that the workshop catered for different learning styles through the use of graphics, story telling, pictures and future visioning etc.

They felt that 'they' were the focus of the workshop rather than Internews which was Internews intention. They felt that each participant could and had contributed.

They liked the fact that the workshop had resulted in a good review of progress to date as well as future planning for both each media and organization individually as for the sector as a whole.

Finally, it was mentioned that the fact that the workshop had been conducted in English, Tetum and Bahasa Indonesian, with the instructions and handouts in local languages had benefited the conversations and the quality of the outcomes.



Figure 4. End of Day 2 - evaluation and planning workshop

3. Did Internews Timor improve the media to date?

The response from the workshop and interviews was a clear 'yes'. The beneficiaries of the Internews program call Internews's support invaluable. Without Internews and the USAID funding many of the necessary resources for the media would be too expensive and out of reach. They also mentioned frequently the positive spirit of Internews, its true partnership, the open and structured communication and information and last but not least the fact that Internews does what it says it will do and delivers this well. This sets a great example in the media community and makes working with Internews rewarding and easy.

The media sector acknowledges the fact that it is in a vulnerable stage. Vulnerable in two ways:

- First the media sector itself is an emerging sector. It has come along in leaps and bounces, but it realizes that it still has a long way to go and much to learn and develop.
- Secondly, the role and impact of the media in a young nation puts even greater pressure on the sector than in a well established and functioning democracy.

In East Timor, the media do not only have the role to critically follow what is happening in society. They also play an important role in shaping the rules of good governance in society in both public and private areas. This requires the media to have high journalistic standards and to be able to exercise them. The media have to make sure that appropriate formal and informal guidelines are put in place so that they can function well and lead by example. In the workshop, participants appreciated the fact that Internews is supporting the media sector with both aspects of vulnerability.

The third reason for the positive response about the role of Internews is the fact that Internews services and strengthens individual organizations as well as the media community as a whole. This is important in a sector that is predominantly competitive by nature. Although such an environment helps to raise standards, it also tends to fragment efforts and budgets for improving quality. Organizations are understandably more interested in improving themselves and finding the means for that. In a world of scarce resources, it is cost effective that Internews utilizes its funds to reach more Organization. In addition, this fosters exchange of learning, professional standards and helps to build the sector as a community.

3.1 Status of program objectives and activities

The program Internews delivered directly addresses USAID's two major objectives for the developing media sector:

- **Objective 1:** *To improve journalistic and community-based communications skills, professionalism, and sectoral development of target media organizations, assuring that citizens of Timor-Leste have access to quality news and information.*

This objective was delivered with a mix of training and mentoring for leading print and radio outlets, as well as a media analysis monitoring effort that provided regular, in-depth feedback on the quality of news produced by Timorese outlets.

In addition Internews national staff were trained in program delivery from journalism curriculum development and training delivery, to the development of technical handbooks, financial management training to media law advocacy work with the ultimate outcome being the establishment of a local media development NGO – Timor-Leste Media Development Centre (TLMDC).

- **Objective 2:** *To strengthen the financial viability and technical competency of targeted media institutions to ensure their long-term sustainability, and capacity to operate within the enabling environment.*

This objective was delivered through training and mentoring at leading partner outlets, coupled with sector-wide activities such as strengthening industry associations, developing the legal and regulatory framework that guides the media, and ensuring the technical support is in place to keep the newspapers printing and the radio stations broadcasting.

3.2 Key challenges

Key challenges for the media in Timor-Leste over the last 18 months included: achieving economic viability in a very difficult economy; exercising rights established in the constitution and law; practicing accurate and balanced analytical reporting on political events and processes, including reporting on government accountability and the work of the parliament; ensuring that national news reaches the districts and regional news with national import makes its way back to the capital; and overcoming the continued gap in technical expertise, know-how and equipment maintenance skills.

Internews implemented a multi-faceted program working on a range of levels with individual media workers, media outlets in organizational development and sector wide strategy's to share resources, knowledge and facilitate media workers in defining their own unique role in Timor-Leste

3.3 Key outcomes

Internews designed a STRENGTHENED NON-GOVERNMENT MEDIA INDEX (SNMI) by which to measure progress against 43 indicators for the targeted media outlets for the *Media development in newly independent Timor-Leste* Internews program. These scores formed a baseline measurement. The scores did not represent a measurement against a set of objective standards, although there is use of professional benchmarks.

These scores are informed by the MMU monitoring audits of the media outlets, as well as performance assessments made by in-house mentors, Training Managers, Resident Technical Adviser and the Resident Journalist Adviser/Chief of Party.

Outlets were monitored in 3 areas of performance – a) journalism quality b) management quality and c) technical capacity (e.g. accuracy in reporting, balanced coverage of local and national issues, frequency of meeting deadlines, stability of IT systems, print and audio quality, frequency of staff meetings, established and effective boards of management, income generated independently of donors, etc)

The scoring was in percentage scores (%) to enable better measurement of slow and sustainable change.

Point/Frequency Value:

- 4 pts. = Always (90%-100% of time)
- 3 pts. = Usually (50-89% of time)
- 2 pts. = sometimes (15%-49% of time)
- 1 pt. = rarely (2%-15% of time)
- 0 = never

In the last 18 months Internews measured tangible improvements at:

Timor Post

Journalism quality improved 15%
Management quality improved 12%
Technical management improved 2%

Radio Comunidade Maliana

Journalism quality improved 24%
Management quality improved 23%
Technical management improved 11%

Radio Comunidade Los Palos

Journalism quality improved 11%
Management quality improved 9%
Technical management improved 14%

Radio Comunidade Tokodede

Journalism quality improved 17%
Management quality improved 13%
Technical management improved 4%

Program outcomes beyond targeted partner outlet in-house improvements:

The Internews program also addressed a range of other media development needs particularly in the area of media law and sector building. Internews also partnered with additional media outlets including RTTL, CRC and ARKTL in journalism training and media law development.

Putting media law on the agenda, socialising concepts based on international best practice in broadcast law, press laws and defamation, was a notable outcome of the program. A community radio Codes of Practice was completed and submitted to government. A broadcast law proposal and draft law was also submitted to government legal advisers. A press law was drafted and education around defamation law engaged both the legal and media community. Defamation training and materials were delivered at outlets along with complaints handling processes. Internews also worked with Article 19 to develop a comprehensive media law baseline report to be published in May 2005.

"The work on media law reform (broadcasting, press law, reporting on the overall situation), of which I am most aware, has been absolutely key and should not, if at all possible, be stopped. I think the approach of working intensively with local people on this, an approach which has not always been followed in East Timor given the role of the international community and the not always fully democratic attitude of the government, is key to long-term success." Toby Mendel, International Media Law Adviser, Article 19 London

Internews exceeded its program goals in capacity building national staff in the delivery of all aspects of media development. While the skill level in this area is in its first phase, significant skills transference has been achieved in 18 months. Further to this some staff, recruited in the middle of 2004 have taken on full responsibility for their areas in just 6 months (e.g. Training Manager, Finance Manager, Mentor Coordinator, News Subscriber Service Coordinator).

In addition, Internews national staff have established a local media development centre Timor Leste Media Development Centre (TLMDC), to service all media and journalists needs. This initiative was based on feedback from partners over the last 18 months and more particularly at the program review and planning day in January.

The TLMDC, with support from Internews has already secured a range of production and training jobs and small grants to be able to begin to operate independently. This initiative far exceeds Internews program plan for 'Timorisation', and has resulted in a fast paced local transition in the last 6 months of the program in particular. However ongoing support is required to ensure this fast growing organization can also grow deeper roots to ensure it does not fall over in as short a period.

In collaboration with other stakeholders, Internews' program was implemented following these principles:

Targeting winners:

The project targeted a select group of media in Timor-Leste that displayed a promise of independence, professional growth and financial sustainability. These included **Timor Post**, **Radio Comunidade Los Palos**, **Radio Comunidade Tokodede**, **Radio Comunidade Maliana**, **RTTL** (radio arm) and **ARKTL**, the community radio association. All of these outlets are now experiencing reasonable to good levels self sustainability, and have made great and measurable progress in journalism quality, management and technical proficiency.

Three outlets identified as partners in April 2003 under went organizational change minimising their ability to partner closely with Internews. However all continued to access Internews training and internet services, media law and sector building activities. Consequently some resources were then available to be diverted to delivering training and support at RTTL, and engaging national staff there in key sector building and media law activities. Additional support was also provided to ARKTL and community radio as it became evident this sector was becoming more cohesive and offering the only true media alternative in the Districts to the public broadcaster, providing often the only local source of information, other than local government and the Church.

Talitakum went out of print at the end of 2003 due to financial mismanagement of donor funds. Internews had agreed to place a mentor with Talitakum in January 2004. This was implemented but one month later the paper ceased to function. It has returned to print for the first time in March 2005, and Talitakum journalists have continued to access Internews resources and training throughout this period in preparation for returning to print (notably in photojournalism, media law, feature training & internet access)

STL chose not to use Internews mentor program after the Internews mentor placed with STL was moved to Timor Post in August 2003. STL believed the "roaming mentor" program did not work well in a competitive business environment. In addition STL secured significant funds to deliver training specific to the papers own needs including internships in Jakarta. STL journalists have continued to engage in Internews programs on their own initiative most notably in photojournalism training, media law and features training.

Catholic based station **RTK** restructured after losing primary donor funding early in 2004, ceasing most journalism activity, closing out all staff contracts, reformatting to a religious schedule and declining mentoring and training opportunities for their volunteers. RTK benefited from Internews development activities prior to this, most notably the MMU feedback, media law and community radio association building, targeted national programming, *Dalan Ba Democracia* radio documentary program in which Internews mentored RTK staff in mentoring roles themselves with other community radio stations in this program. RTK journalism staff left to join other media outlets taking with them significant skills, many of which have been developed by Internews over the years.

Leveraging expertise through an active mentor program:

The mentor program was refined to address the needs of partner outlets, particularly in the area of language proficiency. From September 2003 onwards all in-house mentors recruited spoke at least one of the local languages enabling much better training outcomes with much higher levels of skill transference. Recruitment of mentors also took into account experience and aptitude in development principles in addition to journalism skills.

The program was also refined to appoint mentors with specific expertise/aptitude in print, radio, media law and organizational development. For example rather than having a journalists as a generic mentor at one outlet a community radio organizational development mentor was appointed to work for shorter periods of time at each radio outlet to build financial sustainability, deliver management training, facilitate board establishment, build community relations, etc.

In addition an assistant mentor scheme was created based at each outlet so that one person could partner mentors, assist in training delivery and take on some of the roles of mentors at each outlet.

This program was of mixed success depending on the appointment at each outlet. In some cases appointing local mentors caused increased competition and disunity amongst volunteer, in other cases assistant mentors operated with such independence and drive international mentors were no longer required.

The assistant mentor program was reviewed based on partner feedback and revised to meet the needs of outlets balanced by skills available on the ground. Internews national staff also supplemented this program as they took on greater trainer roles and in general provided higher level training and mentoring at outlets. Journalists found this beneficial and consequently respected Internews national staff as mentors more. The new media development NGO will continue on a mentor program with community radio stations using Timorese roaming mentors.

Expanding the feedback mechanisms of the Media Monitoring Unit (MMU):

Feedback from the MMU played an increasingly important role in helping media outlets learn and grow. Through broadening the scope of this unit to provide feedback on journalism quality in print, news radio and general radio programming, and by basing monitors at outlets, journalists and managers began to really embrace this feedback.

The MMU team were also coached in delivering feedback respectfully and constructively, and gained increased respect at outlets over the period of this program. With guidance from the training manager the MMU reformatted the content analysis to focus on strengths, weaknesses, opportunities, threats and gender content.

Being based at outlets enabled the MMU to see the context under which all outlets were working and assist in identifying solutions to problems. The MMU has been extremely successful in this resource intensive work, and national staff can now run this activity independently from international advisers. All outlets monitored have made real and concrete changes to journalism activities, schedules, news content and volunteer recruitment based on the MMU feedback. This has had a real impact on journalism quality at the outlets embracing this service: RTL, RCL, RCM, RCT, RTK and Timor Post.

Increasing attention on sector-wide issues, such as media law and association building:

As the media sector in Timor-Leste became more established, Internews supported associations that represent industry concerns, in the delivery of education and lobbying activities, making journalists, civil society and the government aware of the need for an enabling regulatory framework.

Great progress was made over the 18 month program raising awareness and understanding among Timorese journalists and some of the judiciary of a range of media law issues including the need for a broadcast licensing law, press law, press council and defamation law. A number of working groups, facilitated by Internews, consisting of media managers, leading journalists and lawyers were established to work on a broadcast law submission, and draft press law, and education campaigns on defamation – both from a legislative perspective and a media outlet “risk management” perspective.

Ensuring gender tolerance and ethnic diversity:

Internews’ training emphasized tolerance and mutual understanding. All Internews training was underpinned with the promotion of qualities such as fairness, ethicality, and the importance of providing coverage of the issues facing women, ethnic and religious groups, and other marginalized members of society. Internews was particularly successful in facilitating a range of gender equity and children’s rights radio programs working in partnership with OPE, Ireland Aid and UNICEF. Internews also appointed as senior staff a female training manager and a female finance manager.

3.4 Status per objective and activity:

- **Objective 1:** *To improve journalistic and community-based communications skills, professionalism, and sectoral development of target media organizations, assuring that citizens of Timor-Leste have access to quality news and information.*

This objective was realized by:

Activity	Description	Status <i>*Denotes exceeds targets</i>
Activity 1.1	In-house Newspaper Mentors - Provision of mentors for the two daily newspapers and one weekly newspaper for 16 months of module-based, in-house mentoring and scheduled trainings	<p>16 months in-house mentoring was delivered to two newspapers being Timor Post (TP) and Talitakum. The later closed down temporarily due to financial mismanagement prior to partnering with Internews. Consequently TP and photojournalists from all papers were the primary beneficiaries. Steady improvements were achieved at TP in production and business activity as well as journalism quality. In additional all print media outlets benefited from 6 months photojournalism mentoring, with noticeable improvements in composition and professionalism of at least 7 photographers.</p> <p>Additional achievements</p> <ul style="list-style-type: none"> *A photojournalists association was formed and launched at Internews in March 2005 *Additional training workshops were open to all journalists in feature reporting and were well attended by print media from TP, STL, Vox Populi, Talitakum *National assistant mentors were trained at TP and went on to train other journalists in establishing the new newspaper Kadalak
Activity 1.2a	In-house Radio Mentors -16 months of mentoring for 4 community radio stations in journalism skills, community communications and professional practice, as modules and scheduled trainings.	<p>Three international mentors delivered between them 16 mths of radio production and organizational development mentoring to RCL, RCM, RCT. Significant improvement was made in journalism quality at RCT 17%; RCM 24% and RCL 11%.</p> <p>The optimum goal of all four stations achieving sustainability, enabling regularity of broadcasting with local and national news, has been achieved. The 2 stations in particular which were most vulnerable have developed into reasonably stable community stations providing their communities with improved locally sourced news at least every second day and at the same time from week to week.</p> <p>The assistant mentor program was trialed for the first time and floundered at some stations and succeeded at others, depending on skill level of mentor. It has been reformed into a mixture of in-house and roaming national mentors.</p> <ul style="list-style-type: none"> *In addition a range of journalism workshops were also delivered to RTTL (radio) improving talk radio, feature programming, live reporting and news. *RTTL training – these additional workshops on top of the existing program gave national staff the opportunity to develop their curriculum development and training delivery skills with more advanced journalists, with great outcomes. There was consistently extremely positive feedback from all participants, and changes have been made to programming at RTTL (radio) as a result.

		<p>*National internews staff developing and delivering training</p> <p>*NGO stories – 3 month journalism training in documentary production featuring Timorese NGO “success stories” from the districts, broadcast nationally, funded by UNDP.</p> <p>*CEDAW program – six month gender journalism training program for all community radio, with national documentary series as an outcome</p> <p>*A range of civic education programs produced at outlets on gender, elections, environment, children’s rights, nutrition</p>
Activity 1.2c	Sound Editing and Engineering Workshops - on basic sound and studio editing, engineering and operations.	<p>All radio partners including RTTL received in-house training in basic sound and studio editing.</p> <p>*Significant outcome was Internews national staff designing Timor specific curriculum then delivering this training</p>
Activity 1.3a	Expanding the Scope of MMU to include Radio Programming	<p>This was implemented at the beginning of this 18 month program</p> <p>* Gender analysis component included</p> <p>* SWOT analysis format included</p>
Activity 1.3b	Media Monitoring at individual outlets - MMU with an enhanced role in “onsite” training and feedback to outlets to improve journalism and programming quality.	<p>MMU were based onsite during their monitoring period and were coached in feedback delivery, so on returning to outlets they were able to engage managers and journalists in constructive feedback sessions.</p> <p>Monitors also were increasingly able to deliver accurate feedback “in the moment” and deliver basic workshop and discussion session on a range of journalism concepts such as balanced reporting, live reporting, gender balance, defamation.</p> <p>*MMU staff after 18 months in new positions now operate much more independently – without much direction from international advisers, and follow direction from new national Training Manager.</p> <p>* MMU templates modified to enable quality scoring, marking gradual improvements from 1-10 rather than the previous simpler scale of 0 or 1 or 2.</p> <p>*MMU report format modified into a SWOT format to enable more relevant and constructive feedback delivery</p>
Activity 1.3c	Journalism Workshops – MMU delivery of targeted workshops based on MMU findings	<p>Workshops and all training was informed by MMU findings and partner outlets – this was a rich resource to really hone quality training delivery and ensure it’s relevance to partner outlets. MMU staff supported training delivery at outlets and delivered some training at community radio stations, however the skill level of the newly recruited national training manager and national mentor coordinator far exceeded the skills of</p>

		the MMU, leading to a good division of labor here.
Activity 1.3d	External Project Evaluation - End of Internews Project Evaluation from an External Consultant	<p>Internews recruited international media and organizational development consultant to conduct a 2 phase review to enable "learning and adjusting" and final program evaluation.</p> <p>The workshop in particular was very successful with participants giving a standing ovation at the end of the workshop and working industriously to provide informed feedback through out the workshop.</p> <p>The feedback provided by partners was used to develop the Internews NCE submission, and a range of other smaller grant activities to develop the media in ways identified as needed by the media.</p>

- **Objective 2:** *To strengthen the financial viability and technical competency of targeted media institutions to ensure their long-term sustainability, and capacity to operate within the enabling environment.*

This objective was realized by:

Activity	Description	Status
Activity 2.1a	Technical Assessments and Technical Folders - Preparation of technical folder; review of Technical Assessment	Schematic diagrams for studios have been completed and all stations now have license documentation. Manuals for technical folders have been collated.
Activity 2.1b	Asset Acquisition, Procurement and Management Processes.	Media outlets have nominated technical officers who have been advised in asset planning and procurement. However this area of management is still a bit beyond reach and practice, as most outlets do not earn enough money to plan asset replacement. They depend on donors for equipment replacement primarily.
Activity 2.1c	Technical Troubleshooting Handbook.	<p>The trouble shooting handbook was developed as a simple set of flow charts with accompanying diagnostic explanations. This has been incorporated into the community radio handbook.</p> <p>*The trouble shooting handbook was developed by the national technical staff</p>
Activity 2.1d	Workshops for print and radio media on technical maintenance and upkeep; use and operations of equipment; and, troubleshooting practices.	<p>Workshops and one-on-one mentoring were delivered at outlets to technical volunteers/staff as needed. Some had advanced skill levels (TP) and others needed much more attention (RCT & RCM).</p> <p>Workshops were also run in Dili, however in-house training and mentoring was more effective. Most technical officers can now identify problems and seek advice where necessary and have improved in preventative maintenance (e.g. dust, power surges, etc)</p>
Activity 2.1e	Technical Clinics: repair and maintenance unit functioning as a training and service center for radio and print outlets; and 'on call' Technical Advisor with two	Due to some significant repairs on technical systems at RCM, RCL and RCT other problems have been reduced to normal wear & tear. The unit no longer solves fundamental problems. This is an encouraging

	East Timorese technician trainees	sign of stability in terms of infrastructure integrity.
Activity 2.2	Management and Operations Mentoring: Radio and Print. Provision of in-house mentors for the daily newspapers and 3 community radio stations in media management, and organizational development.	<p>Two international mentors delivered between them 16 months organizational development mentoring to TP, RCL, RCM, RCT.</p> <p>Significant progress was made in management quality (TP 12%, RCL 9%, RCM 23%, RCT 13%) by mentors and assistant mentors in all areas of operations from staff and volunteer management to financial sustainability and community involvement.</p> <p>The optimum goal of all outlets achieving financial sustainability through advertising, public service announcements, civic education programs, studio access fees and sales of newspapers has been achieved.</p> <p>In addition management transparency, staff and volunteer communications and community relations have been improved. TP in particular runs with almost no donor assistance and now gets to the streets on time daily. The 2 outlets that were most vulnerable, RCT and RCM have finally developed into reasonably stable community radio stations given the lack of local business opportunity to generate income.</p> <p>Great feedback on mentor activities shows improvement in Internews recruitment and management in selecting mentors with local language skills and an understanding of “development principles”</p> <p>*Internews assisted in the establishment of a basic national community radio distribution service through ARKTL, generating much more income for all stations.</p>
Activity 2.3a	Association Building – seminars on community radio associations.	<p>The community radio association ARKTL has made significant progress with mentoring from Internews.</p> <p>Cooperative efforts in sector building and media law lobbying and training have both boosted the sector and ARKTL. It ran its first Congress meeting in 3 years in November 2003, gaining membership of all stations, including the 8 CEP established stations previously disunited.</p> <p>It redrafted its constitution to include all stations, elected a new board which meets regularly and appointed a coordinator, who works daily out of the Internews office. With assistance from Internews, the coordinator established a program distribution service, secured funding for a number of special programs and community service announcements and secured donor funding for set up operations.</p> <p>ARKTL will continue to work collaboratively with TLMDC/Internews in future support to community radio.</p>
Activity	Handbook on Community/Local	A Timor-Leste specific handbook has been written

2.3b	Radio	<p>drawing on local experience and international best practice. It was written in a mixture of Tetun and Bahasa Indonesian at the request of stations.</p> <p>It will be launched in April along with the launch of TLMDC. It will be launched in April along with the launch of TLMDC.</p> <p>*The handbook was developed utilizing the skills of national staff in design, technical and training advice and publishing.</p>
Activity 2.3c	Development of Station Exchange Program.	<p>A 2 week station exchange program was held for the first time by Internews in November 2004 with significant networking, sector building and skills development outcomes for participants.</p> <p>Volunteers from each station were matched with another station in which they could either learn or pass on new skills or both, validating local knowledge and local "experts" in community radio.</p>
Activity 2.4a	Media Law Mentoring, Training & Resources.	<p>An extensive and successful media law mentoring and training program was delivered, with multiple media law working groups developing submissions and draft laws in the areas of broadcast law, press law and defamation.</p> <p>*Timor's only media law resource library was created by Internews with over 100 legal and policy documents in 4 languages and is on line www.internews.tp</p> <p>*Internews worked with Article 19 to develop a comprehensive media law baseline report to be published this year.</p>
Activity 2.4b	Media Law Seminars.	<p>Many seminars were run on a range of topics with increasingly higher levels of involvement from Timorese journalists, lawyers, civil society and parliament.</p> <p>*A Timorese prosecutor has been trained as the ongoing media law mentor.</p>
Activity 2.5a	Provision of high-speed internet access to target outlets.	<p>This was provided in the Internews office and used daily by between 10-20 journalists in their research activities.</p>
Media Resource Centre	Media development and communications resources such as publications, broadcast material, print and electronic, curricula, training programs, etc.	<p>A local media development NGO has been established, and will house the newly catalogued Internews training library and video collection.</p> <p>Internews Timorese IT manager was also trained in website publishing and created a website which houses all Internews electronic training material and media law library. www.internews.tp</p>

3.5 Summary of Achievements and Successes

The Internews program has met all its key goals as formulated in the log-frame document and has made a measurable impact on the media in terms of sustainability and journalism quality - all 5 key partners are now operating independently.

Highlights:

- **Internews reputation**
Internews has established itself as a proactive, solid organizations that sets high standards and cares for its work, its people and its clients
- **Media Training in partnership**
Internews has worked with media outlets and used its own media monitoring data to design and deliver training relevant to partners - tailored to "where they are at" rather than external drivers such as donor needs or curriculum standards set externally, etc
- **Media law**
Internews put defamation on the agenda - people now know what this means; stations are now managing complaints better - prevention
- **Organizational development**
All media outlets Internews partnered with are operating primarily independently. Internews contributed through services ranging from journalistic training, technical training and consultancy to financial training and consultancy
- **Sector building**
Internews unified a fractured community radio sector. Internews mentored the community radio association into a functioning organization that meets regularly, that has full membership, that generates income etc.
- **Photo journalism**
Internews was instrumental in creating a photo journalists association which helped to organise the profession and raise standards
- **Capacity building (of Internews staff and management)**
Capacity building by using local experts in program delivery
Capacity building by enhancing skills of local staff for program delivery and program management
- **MMU**
MMU improved significantly over the 18 month program and are now respected by the media. Outlets now request more monitoring and for longer periods of time.
- **Internet access**
Internews offers internet training and access to journalists and community groups as well as supports media Organization to improve their internet use and access
- **Technical support**
Internews has done a great job in supporting radio stations by the Internews Technical Unit (regular support and maintenance as well as emergency support)
- **Establishment of a local media development NGO – TLMDC**
Internews has secured funding for a local media development NGO. This organization will provide similar services to Internews however will be locally run and generate income through both business opportunities and civic education funding.

3.6. Areas for improvement and recommendations

Based on the experiences with the delivery of the program to date, the participants saw the following areas for improvement and recommendations for the future:

- **Language**
Internews has been using mentors who speak the local language, but it has not always been possible to find trainers and consultants with the right skill set. The stakeholders recommend that Internews continues to employ mentors who speak Tetum or Bahasa Indonesian.
- **Local Assistant mentor program needs improvement**

As a follow on from the previous point, the Local Assistant mentor program needs to be continued and expanded. This ensures more trainers who speak local languages and builds capacity of local trainers and consultants for the Internews program and beyond

- **International in-house mentors**
International in-house mentors moving between daily newspapers did not work due to threat of sharing confidential commercial information
- **Greater buy-in from government in media law activities**
Although Internews media law activities are being regarded as necessary and constructive, greater buy-in from government in media law activities should be stimulated and realised. A measure of success is the drafting and passing of the broadcast and press laws.
- **Journalists associations**
Internews was unable to deal with 2 different journalists associations - neither of whom are functioning. These organizations, however, lay a claim on activities they should initiate - but don't - e.g advocacy, training centre, etc. This affects the effectiveness and remit of Internews
- **Media Internship/attachments in other countries**
Funding for short term vocational internship in other countries - rather than university degrees - should be expanded as they have made a big impact on journalists
- **Managerial training**
There is a need for more managerial training in particular for radio stations

4. Areas for improvement and recommendations

In order to be able to formulate areas for improvement and recommendations for the future, Internews and its partners made an environmental scan and needs assessment. First they mapped out trends (see appendix 6). Then they made a selection of those trends they saw as most important for the media sector and its public role. Next, they analyzed what impact these trends had on the media and on Internews/the Internews program (appendix 7).

4.1 Future Media Needs – identified through consultation

As Timor-Leste heads towards greater autonomy in all areas of governance and civil society, and international aid diminishes, the role of a skilled cadre of journalists and an independent media is increasingly important.

With the local and international community anxious about corruption, without the assurance of long standing institutional practices or a strong legal framework to assure public accountability – the media is one of the few sectors the community looks toward to facilitate public debate and fulfill the role of a watchdog on good governance and the public accountability of government and business leaders.

The media are being tested by the diminishing donor funding, as this not only impacts on direct grants but on subsequent business income generated through advertising, civic education programs and general community wealth through employment.

Internews has made a strong contribution over the past five years to fast-paced learning for a range of key media outlets, ensuring their ongoing sustainability. However, Internews has also identified as a risk, rapid withdrawal of support/advice before fledging media outlets and Internews local staff have had the opportunity to test their skills operating independently.

Media Needs Assessment

Based on feedback from 70 people representing the media and civil society in the media review and planning workshop held as part of this external assessment program in January 2005, we have identified critical areas for development to build the role of the media as an effective institution in a post conflict and newly developing democratic nation.

Key themes

- Technical support – media outlets do not have the funds or skills to repair complex problems. Community radio has even less resources and skill base to repair transmitter and technical engineering problems requiring specialized technical engineering services. The skills required to solve many problems are not available in Timor-Leste and are generally not met through any formal education in any of the universities or technical colleges. The media requested ongoing support and training from Internews.
- Basic journalism training – while most outlets are much more proficient than they were 18 months ago, over 50% of journalists, especially at community radio stations are new to the media, beginning within the last 2 years. This is not enough time to become proficient in all areas of journalism, particularly for volunteer journalists based part-time at community radio stations. Yet in many areas across Timor-Leste these stations are the only local sources of information for their communities. Community radio journalists are requesting ongoing training in basic radio equipment use, interviewing, presenting, script writing and editing.
- Advanced Journalism training – while journalists are enjoying a new autonomy in practicing the journalism skills they have developed over the past few years they are also now in a position to identify the skills they don't have and need such as more advanced training in balanced reporting, documentary making, researching techniques, investigative journalism, and photojournalism.
- Media Law – this was an extremely “hot topic” at the workshop and indicates a readiness and increased awareness about the importance of an “enabling media regulatory” environment for an independent media and the role it has to play in an emerging democracy. Participants identified

the need to establish a press council, and draft a defamation law and broadcast law to present to Parliament. Most journalists, media outlets and media associations are not yet functioning effectively enough to find the resources to drive this kind of complex media law reform without the assistance of an agency like Internews.

- Media Monitoring – Internews partners RCM, RCL, RCT, RTL and Timor Post requested ongoing media monitoring to provide accurate and objective feedback on their content, and recommendations for improvement. This media tool has been unexpectedly popular with partners and achieved real change in terms of programming and content review and reform.
- Financial Management – all media outlets identify this as a critical issue and are requesting more assistance in managing finances, writing and acquitting grants. Civil society and NGO's also identified this as a critical issue working with media, inhibiting effective working relationships and grant allocation.
- Organizational development – all media organizations identified this as a critical area for improvement especially in relation to transparency, public accountability, workplace culture, working with and motivating staff and volunteers, and developing organizations people want to work with and that the community trust and respect.

4.2 Future role and activities for Internews - the establishment of a local media development NGO

Internews has assessed a need for ongoing media development in Timor-Leste but delivered with greater emphasis on local expertise and with continued opportunity for skills development and access to international advice and learning models.

This will ensure that the significant and successful investment in media development over the previous 4-5 years is not lost, and that the development of one of the critical arms of democracy and public accountability – an independent and skilled media – will be stronger and able to fulfill its role as watchdog, rather than diminish due to immaturity.

To this end Internews will support the newly developing local media NGO to continue to fight for an enabling media regulatory environment, and to build financially viable media outlets and improve the skills of journalists and the quality of journalism to better manage the task at hand – building an effective new democratic nation. This NGO has been given the name of TLMDC – the Timor-Leste Media Development Centre

Over the next 12 months, with support from Internews, TLMDC will deliver:

- a 6 month community radio business development program funded by CIDA, ETCAS and UNDP
- a 12 month gender radio program in cooperation with RTTL, OPE and funded by Ireland Aid
- a 6 month political reporting program in partnership with Internews called “A question of balance”
- fee for service journalism training to media partners of international aid agency APHEDA
- administer a UNICEF funded communications research pilot project in partnership with RTTL
- fee for service daily news subscriber service with 25 subscribers including international donors, embassies and the Australian Elections Commission. Targeted monitoring has already been requested and contracted by AEC summarising elections coverage, and gender coverage reports contracted by UNICEF
- UNESCO funding for a current affairs program and internet cafes is pending
- fee for service training to local NGO Haburas has already been delivered

4.3 Particular emphasis for Internews and TLMDC

In order to support the media, participants identified the work they believed both Internews and this new local media NGO should do:

1. COMMUNITY NETWORKING

- Community radio Programs
- Motivating to involve community members
- Keep donors' trust
- Involving all parties
- Programs quality, e.g. news, non-news, entertainment
- Network strengthening
- Working with foreign media
- More activating community members in programming in the media organization
- Encourage community to think critically, e.g. investigative reporting
- Facilitating media and community
- Making links between media and NGOs
- Sustainability of training
- Continuant mentoring and encouraging community to understand the role of media
- Technical assistance for media
- Investigative report training for journalists
- Socializing working programs/news
- Study tour

2. MEDIA BUILDING DEMOCRACY

- Involving community in relation to government's policy
- Independency of media
- Freedom of Press & freedom of expression
- Sprits of journalists to build a democracy country through media
- Media should be brave to reveal the issue of corruptors
- Journalists skills building lead to professional
- Equipment to support the work of journalists
- Be watch dog above all
- Necessary to have media watch
- Training on how to be media building democracy
- Investigative reporting
- Media collaborations need to be improved
- Improved "watchdog"
- Editorial training for editors
- Introduction to media building democracy
- Comparative study
- Investigative reporting training
- Assist media outlets to set up a media center to serve all media
- Training on how to build an independent media & professionalisms

3. MEDIA LAW

- Media law that based on the constitution of Timor-Leste
- Raise public awareness of media law issues and its implication
- Necessary to have a media organization to support media law drafting
- Media law drafting & assisting in lobbying for media law draft
- An uniform code of ethics for all journalists
- Press council establishment
- Journalists code of ethics
- Media law reform
- Lobbing at parliament for media law revision
- Monitoring and lobbing related all parties in the process of broadcasting law
- Supporting the process of media law drafting as facilitator to finishing the draft become a media law
- Facilitating the media council
- Journalists code of ethics making
- Advocacy for all media

4. **INDEPENDENT MEDIA**

- Balance in news reporting
- Media law
- Journalists code of practices
- Transparent
- Independent of broadcasting editorial
- Language
- Appropriate facility
- Accuracy, balance, creditability, clarity and check and recheck
- Transparency and freedom of press
- Media law
- Press council
- Guarantee of freedom of media
- Intervenes from other entities
- Government intervenes against media
- Media should not tools of any political party
- Facilitating, mediator
- Working together
- Training and passing information on how to be an independent media
- Facilitating press law and press council establishment

5. **JOURNALISM QUALITY**

- Independency, balance, responsibility
- Professionalism
- Commitment to develop media
- Investigative reporting
- Critical media
- Language grammatical
- Journalism school (formal)
- Welfare of journalists
- Clear status of media ownership
- Workers should have share
- Training for law monitoring
- Media monitoring
- Training on investigative reporting
- Monitoring
- Working close to university
- Needs monitoring

6. **MEDIA MANAGEMENT**

- Transparency on financial report
- A clear structure
- Good system and organizational
- Accountability to donors
- Transparency of management
- Working with foreign media
- Community council run
- Structure and clear job descriptions
- Accurate, proper and punctuality of report
- Audit system apply to media organization
- Be selective in staff recruitment
- Increasing capacity building by attending formal and non-formal training
- Welfare of journalists
- Up date financial management training

- Periodical training on management
- Keep giving advice
- Management mentoring
- Mentoring on organizational work
- Internews monitors management of media so no journalist will be treated un-equally
- Support on how to select staff to work with media organization
- Experts mentoring to assist or to financially support attending formal training

7. FINANCIAL MANAGEMENT

- Accurate financial records
- Transparency
- Accounting practices
- Transparency
- Improving welfare of journalists
- Good accounting training for journalists
- Accountability
- Looking at alternative funding sources
- Assisting stations with financial training & accessing funding/income sources
- Auditing
- Improve training
- Follow up training
- Monitoring & evaluations
- Facilitating training on management

8. TECHNICAL MEDIA

- Training on IT
- Production quality
- Utilizing local human resources
- Increasing technician capacity
- Monitoring how to use technical equipment
- Implementation & human resources increasing
- Quality services
- Independent building
- Training on Cool Edit Pro
- Maintenances of equipment
- Internet
- Production training- studio tools use
- Training on investigative reporting
- Monitoring
- Professional T.O.T
- Assessment
- Facilitating

9. INTERNET

- Using Internet as a resource-not personal use
- Internet use for media relation.
- Increase income
- More use of Internet as a resource
- All staff have access to internet
- Pressure on government to lower access barriers (cost)
- Set up cheaper internet coffee
- Supporting internet access
- Increase internet access service to all journalists
- Training in internet as a journalistic tool
- Add more computers for internet access

- Examining ways to improve district radio/media access to internet
- Website design for all media outlets

10. MEDIA CENTRE

- Realizing a professional “Media Centre”
- Improve the mass media relationship
- Film night discussion for journalists
- To establish press council for the unity of journalists
- All media should have meeting to discuss about press council
- Proposal writing
- Continue working together
- Establishing journalists organization
- Develop media:- TV, radio, print media and don't forget photograph
- Facilitates all media including media centre
- Establish urgent Media Centre for all media
- Mini library for all journalists

Appendices

- Appendix 1:** List of participants of the workshop
Appendix 2: Interview questions for media and civil society who could not attend 2 day workshop
Appendix 3: List of interviewees who did not attend 2 day workshop
Appendix 4: Response to interview questions from workshop non-attendees
Appendix 5: TLMDC - Timor-Leste Media Development Centre Planning Day
Appendix 6: Trends in East Timor
Appendix 7: Trends in East Timor and their implications for the media

Appendix 1: List of participants of the workshop

No.	Name	Organisation
01	Daniel de Jesus Maia	RCM / Maliana
02	Pedro de A Gonshalves	RCC- Café / Ermera
03	Ivana Belo	PM Office
04	Ivan Lopez	RCL / Lospalos
05	Miguel Maia dos Santos	FCE / UNTL
06	Filomena Sila	RCAL / Oe Cusse
07	Silvia Soares	RCAL / Oe Cusse
08	Madhu Ashk	Unicef
09	Adriana S Pinto	RPV / Viqueque
10	Meta Soares	RPV / Viqueque
11	Joanina da Costa	RCM / Maliana
12	Rafael Pereira	RCT / Liquica
13	Florindo de Jesus	RPV / Viqueque
14	Bharath Monan	APHEDA
15	Lindo M Pinto	Radio Rakambia
16	Xisto Freitas	INDE
17	Luis Diego	INDE
18	Zevonia Vieira	Sahe Media popular
19	Nicole Wiseman	Xanana Reading room
20	Antonio Rangel	XGRR
21	Carlos Bareto	CRC
22	Dominggos Rodrigues	RCM / Same
23	Lucio Santos	RCT / Liquica
24	Helio Gusmao	RTL
25	Elvio de Jesus	ARKTL
26	Guilherme Costa	Coelelemai / Baucau
27	Nilra Guirmaraes	Seminario -Media
28	Mohamad yamin	Diario Tempo / Cadalak
29	Napoliao S da Silva	LBH / URA
30	Maria de Vasconcelos	LBH / LIBERTA
31	Joao Bareto	Kadalak
32	Luis Evaristo	CRC
33	Natalino Gusmao	K S U T L
34	Amancio Bruno GP	ILI WAI
35	Pedro de Oliveira	EX ARKTL
36	Nicole Seibel	USAID

37	Mariano Sabino	Parlamento
38	Karlito N	NDI
39	Rita Baros	RCLT
40	Karen Polglarze	NDI
41	Manuel Tilman	Parlamento
42	Nana Natsuko Hirota	Jurnalist / jepang
43	Sadam Komukai	Jurnalist / jepang
44	Guido Goulart	STL
45	David Hook	Ausaid
46	Suzana Cardoso	Timor post
47	Mario Jonny	Timor post
48	Expedito Belo	USAID
49	Eduardo Soares	Consultant
50	Carlito Caminha	Talitakum
51	Abia L. Yamis	Radio Rakambia
52	Alfredo de Araujo	RCL
53	Antonio Gomes	Unicef
54	Sancho Goncalves	LABEH
55	Noeke Novariah	Non Organisation/Individu
56	Elidawati	Ummah Media Tokyo
57	Agustinto da C.A	UNTL
58	Otelio GOL	SJTL
59	Prabha Chandron	World Bank
60	Elizabeth Mealey	World Bank
61	Almerio Barros	Talitakum
	Targeted Interviews	
62	Gil Guterres	RTL
63	Rosario Martins	RTL
64	Hugo Da Costa	Timor Post
74	RTTL journalists x 10	RTTL (10 journo's interviewed)
75	Jessica Pearl	CRS
76	Kathrine Pondo	CRS
77	Kym Smithies	UNDP
78	Eric	Oxfam
79	Alex Cooney	UNDP
80	Sandra Velosso	NDI
81	Sarah Negrao	OPE

Appendix 2: Interview questions for workshop non-attendees

Media Review and Planning March 2005

Interviews Questionnaire for key stakeholders in the media community that were unable to participate in the evaluation and planning workshop.

Name of participant:

1. About the activities Internews has delivered that you know about

(e.g. journalism training, audio production training, technical repairs, media law, station exchange program, technical assistance, IT support, internet access, grant writing, financial management mentoring, national program initiatives, photography, sector building, film nights, broadcast law development and meetings, press law development meetings, defamation law training and booklet, media monitoring, talk show workshops, technical training, public service announcements, national program distribution with ARKTL, management advice, etc)

- a) *What has worked well? What are the things that have worked well that you don't want us to stop doing?*
- b) *What are the things that make you sad – things that didn't work or didn't happen that none of us can change?*
- c) *What are the things that didn't work well that we must change or improve?*

2. About the way we deliver our activities

- a) *What has worked well – what are some things we do in delivery our work that we should keep doing?*
- b) *What could we do better but don't really have the power to change*
- c) *What could we do better and must do better next time – in the way we deliver our activities?*

3. Desirable Futures – what are 2 or 3 of the most important things in your work – which you will focus on in the next 12 months.

4. In relation to these things in what ways can Internews help?

Appendix 3: Media managers, civil society partners and journalists interviewed who were unable to attend 2 day workshop.

List of respondents and their organizations

Toby Mendel	International Media Law Adviser, Article 19 London
Hugo da Costa	Timor Post, Managing Director
Virgilio Guterres	RTTL, Managing Director
Rosario Martins	RTTL, News Director
Bharath Mohan	APHEDA, IT mentor
Sara Negrao	OPE, Gender Adviser
Tarja Virtanen	UNESCO, Regional Communications Manager
10 journalists from Dili and Districts	RTTL – Public Broadcaster Journalists from Dili and Districts

Appendix 4: Response to interview questions from for media managers, civil society partners and journalists listed above.

Media Review and Planning March 2005

1. About the activities Internews has delivered that you know about

a) *What has worked well? What are the things that have worked well that you don't want us to stop doing?*

- The work on media law reform (broadcasting, press law, reporting on the overall situation), of which I am most aware, has been absolutely key and should not, if at all possible, be stopped. I think the approach of working intensively with local people on this, an approach which has not always been followed in East Timor given the role of the international community and the not always fully democratic attitude of the government, is key to long-term success.
- The provision of services such as technical support as well as resources (internet etc) for media NGO's such as community radio stations and journalists has been invaluable. These resources are expensive and in some cases are out of the reach of most organizations so this is important.
- The training, workshop and networking opportunities that Internews provide are also important for the growth of the media in Timor-Leste. I know through my experience working for APHEDA, we were able to provide support for our partners that may have otherwise been beyond our capacity.
- Internews East Timor and UNESCO have worked well and in a positive spirit together in favour of the community radio sector in East Timor. Collaboration has been close notably with the East Timor country personnel Jan McArthur and James Scambary involving regular exchange of information on the status and needs of the sector, as well as several joint activities.
- Thus far Internews has developed 2 activities with OPE:
 - Gender Media Monitoring for 2 weeks. The report was distributed to the respective media organizations and was used as the basis for a workshop on gender sensitive media organized by OPE.
 - CEDAW workshop on gender and the media for community radio for the development of specific programs on CEDAW with Community Radios.

The collaboration with Internews has always worked very well, with Internews demonstrating a strong capacity to dialogue, adapting activities to the local context and flexibility.

- We have also had to consult with Internews on issues, such as Broadcasting Law and have received very complete information and all the help that was needed.
- RTTL senior managers:
 - Internews has to assist RTTL & all media in TL closely.
 - Trainings must be always carried out.
 - Facilitated discussions around media issues, especially about Media law.
 - MMU, RTL gets more useful feedback.
 - Internews' involvement in trainings activities, especially for radio stations (RTL or community radio).
 - MMU program that really help me to evaluate our news, because as a media – sometimes we still can not accept more critic from public
 - Mentoring program to print media still help us, especially in technique aspects to maintenance the equipments, like computers, server, print offset machine, etc. Perhaps Internews can do this as a short course or intensive mentoring.

b) *What are the things that make you sad – things that didn't work or didn't happen that none of us can change?*

- To this point my experiences with Internews through my work with APHEDA have been wholly positive, so is not much I can say in answer to this question. Perhaps from a broader perspective

the governments control or wish to control the media has given many cause for concern and larger NGO's such as Internews are in a position to support local media outlets in putting pressure on the government to maintain an independent media. This in my mind should continue.

- I'm not very happy about the government official proposals relating to defamation, but I think that Internews has worked hard and well to do what they can to prevent this.
- RTTL:
 - Internews more than enough helping RTL in delivering journalism trainings & some intensive discussions about Media law. I can't see there is something wrong in Internews works.
 - There are some activities that have not enough coordination, and we get misunderstanding or miscommunication. Eg. about RTTL staff that also work for Internews as an assistant mentor.
 - The process of un-harmonic relationship between Internews & STL has to solve soon. The less communication perhaps is the big problem.
 - MMU & mentoring program: we still need them.
 - Trainings about photographic better do in house training to get more intensive for the participants in 1 or 2 months. The methodology of training maybe must be changed.
 - Internews get initiative to facilitate 'Press Communication Forum' as an area to media people to meet & discuss everything.
 - Good to have regular meeting to the media people in TL meet each other & discuss everything in the name of the 'Editor's Club' meeting.
 - So far nothing has made us sad

c) *What are the things that didn't work well that we must change or improve?*

- As a very minor criticism, there has been some sense from abroad that the legal experts changed around rather too frequently, but any negative from this was mitigated by what appears to have been good handover.
- RTTL:
 - Film nights are not enough promotion. More effective if Internews can work together with TVTL. It must be reached to the other districts.
 - The length of MMU process must be longer than before, e.g. one month monitoring so that the program/news were monitored will be more details in process.
 - Media people do not really pay attention to media law drafting process (not enough of them join to the media law discussion). Maybe, more good & effective if Internews do a half day discussion to arrange with the rest time of media people.
 - Everything already runs well, but it will be better if some trainings also were conducted in the districts.
 - Better Internews send the trainers/facilitators with the same background with their works – the people with rich experiences in practice.
 - The trainings about management, advertising & circulation that have ever done in 2001, have to do again in this year.
 - I'm sorry I have thought a lot about this and tried to find something – but we have been very happy and can't think of anything to change.

2. About the way we deliver our activities

a) *What has worked well – what are some things we do in delivery our work that we should keep doing?*

- See comments above about having a longer-term approach to promoting media law reform.
- The training and workshops that Internews conducts are one of its strengths and I believe that this should grow and continue. Much more technical training and support should continue and with the advent of the broadcast technical unit I believe that this is a strength that will continue to grow.
- Possibly technical support for the community radio sector.

- In the development of workshops, Internews has demonstrated very good skills in organising lively and participative workshops where concrete and productive results are achieved.
- RTTL:
 - The ways Internews deliver their works is very fantastic. But, cause of language barriers sometimes we have miscommunication or misunderstanding. It's about the language that Timorese journalists know (Tetum & Bahasa/Melayu). Better if Internews can send more trainers/facilitators with the same language.
 - Voice over for film night will be better to audiences/communities to understand the content of film. Because more or less 60% of Timorese still illiterate.
 - Perhaps better if Internews help AJTL & ARKTL to socialize the function of media to the public, how to access media, etc – this program can run together with film night activities.
 - Concentration for the radio should be always done, because of radio is effective & simple media.
 - Advocacy to freedom of the press & speech.
 - Already ok & need to improve all the time. Media in TL still need it.
 - The projects we have developed in partnership with Internews have always been benefited from a joint planning and development and Internews staff have always been very open to adapt to changes and suggestions, OPE would find necessary during project development.

b) What could we do better but don't really have the power to change

- A key problem in East Timor is the prevailing understanding of and attitudes towards freedom of expression. I think the work Internews (and others) has been doing has contributed towards changing this but it is, in any society but particularly one which is so poor and relatively cut off from the rest of the world as East Timor, a very long-term project.
- Again I cannot really answer this question. It would be nice to send our technicians on study tours overseas so that they could get better experience but whether this is fiscally possible or not I do not know.
- RTTL:
 - In media law works, Internews very well but we don't have more power to realize it – about political aspects.
 - How can we solve volunteer's problem in community radio to develop & strengthen community radio station as a part of public voices.
 - Need more time, how to make people aware the important of media (especially community radio).
 - Internews strong enough to change everything, although with their all insufficiency.
 - External factor: Internews' image as an American organization. They really close to USAID, until there are people feel apriori.
 - Increasing intensive communication to the media – how do Internews put the media as their partners (media as an institution not a personal).
 - The spirit to support freedom of press through some discussion around media & defamation law issues is really important to keep on running.
 - Internews' input in advocacy works for the media.
 - Nothing we can think of – and we have tried to think of things!

c) What could we do better and must do better next time – in the way we deliver our activities?

- I think Internews deliver its services very well and just needs to continue to do this and to keep pushing itself to be the best it can.
- I am not aware of any really major shifts, apart from some comments above, that are needed.
- RTTL:
 - Trainings should keep on running in several aspects, such journalism, technique & management and the developing of IT.

- Protection/advocacy to media about the defamation issues – because in the future will have more problems between media & the others (e.g. government, parties, etc).
- Media's consolidation is really less. Internews could facilitate some discussion (eg. weekly or monthly) to set agenda setting of media, especially to the very important reporting, etc.
- Has to keep doing the networking, communicative & participative.
- Follow up training should be clear in order to the outcomes will more faced.
- How if Internews have a special technique division to provide maintenance services – especially IT division to print media.
- Internews can organize a group non Internews to do this job, as IT consultant – Hugo sure that print media have budget to pay the service costs – especially if they can understand the work of media is 24 hours. If we have our computers broken at night, the IT consultant have to help them as soon as possible.
- Nothing to improve – as stated above

3. *Desirable Futures* – what are 2 or 3 of the most important things in your work – which you will focus on in the next 12 months.

- Law reform, particularly in relation to broadcasting (both public broadcasting and reform of the system governing private broadcasters) and the print media (establishing a self-regulatory system for the print media, backed up by law).
- The move of Internews to a new location; the submission for creating a Broadcast Technical Unit and the creation of Media Centres behind the Xanana Reading Room and in Los Palos.
- Free flow of information, freedom of expression and press freedom.
- Promoting equitable access to information and knowledge using ICTs
- RTTL:
 - 2005 is the year to improve the quality of our program & internal consolidation (because of the restructure process in RTTL).
 - More training to improve our quality.
 - Maintenance our equipments & programs.
 - Networking – to reach the partnership with the other parties, eg. resource persons.
 - RTL will start a weekly live discussion (on May 2005) to make RTL close to the public especially in districts.
 - Restructure of the leaders in RTTL.
 - Trainings for production.
 - Infrastructure development: studio, branches in districts, tower, transmitter, etc.
 - Rehabilitation of buildings.
 - Improving the quality of our news.
 - The reach of our reporting (through our correspondents in all districts), because until now TP just doesn't have correspondent or circulation agent in another 8 districts.
 - Upgrading production facilities & need to improve their capacity.
 - TP will go to 20 pages newspaper (today still 16 pages).
 - Promotion of a culture of equality
 - Gender mainstreaming at government
 - Strengthening national capacity to face gender based violence.

4. *In relation to these things in what ways can Internews help?*

- I have been working closely with Internews on this media law reform work. They have played a leadership role working on the ground on these issues, and promoting my involvement in them (without which, this would have been far more limited). I hope they can continue to play this role.
- To achieve these things will involve a major team effort which I believe is one of Internews' strengths anyway. I believe these projects are therefore achievable.

- With the creation of a Broadcast Technical Unit there will be liaising with RTTL, and the government and USAID which I imagine will become quite tricky at times as politics may come in to play. Therefore the support of my superiors will be very important to me.
- Internews is currently developing several projects which relate to gender, entailing the development of gender specific programs with media. In order to turn Internews gender component stronger and able to make a difference for the promotion of equality in Timor-Leste we would suggest that Internews continues doing gender monitoring of media periodically and develop a working group on gender and media in collaboration with OPE, where the results of this monitoring would be discussed, as well as establishing a strategy to turn media in Timor-Leste more gender sensitive.
- RTTL:
 - Internews can help us through trainings.
 - Socializing (together with RTL) about the role & function of public radio.
 - How can they access RTL crews in districts & how they can understand the journalistic' works.
 - How can public get access to information.
 - The next trainings will be better focus on management & ethic.
 - Continuing the trainings for RTTL, especially the trainings we need.
 - Trainings to maintenance our infrastructure (or Internews facilitate the expert to do this job).
 - Mentoring program in technique/maintenance.
 - As a mediator to the donors to get & to improve their production facilities.

RTTL journalists evaluation. Jan 05 (10 participants from Dili and Districts)

NB comments:

- related to Internews journalism training, participants did not have much exposure to broader Internews activities as Internews relationship with RTTL beyond training delivery was primarily with senior managers
- comments were also mainly requests for more training in certain areas, rather than comments on past Internews activities

1. Suggestions about Internews training/programs/activities including journalism training and technical training, media law activities, film nights and media monitoring

- More training in capacity building for media organizations
- More training in areas such as news writing, choosing the lead story
- Training modules should be longer so that they are more beneficial to participants
- More training in Cool Edit Pro
- More training in feature reporting, live reporting, investigative reporting
- Help strengthen journalism associations

2. How can Internews improve its programs?

- Give training to senior media staff at RTTL so that they apply the same principles in their news judgment/ news writing as those taught to more participants who are more junior (Junior staff encounter resistance from editors when they try to do things differently in line with what they've learnt in training)
- More training in making reports in line with news values and news structure
- More intensive training on live reporting
- Extend the time of training modules (more than 1 week)
- More training in Cool Edit Pro
- Although Clemen is a radio reporter, he would like to be given the opportunity to join training programs in other areas, such as photography
- Requested that all participants be given training certificates as proof of attendance
- Ensure that RTTL provides sufficient facilities for all participants (eg, not all participants had access to minidisks during this training)

3. Comments about the way in which Internews delivers its activities

- Continue to run training with current number of participants (\pm 12 people)
- Participants felt RTTL did not properly brief them about the nature of the training, managers simply told them to turn up – with better briefing beforehand they would be better prepared for the training and could've got more out of it – can Internews help make this happen?
- Participants would also like RTTL to provide better transport and accommodation, they suggested that participants be billeted in the same place, with activities at night for all participants (district and for those from Dili) so that they could discuss the training material given to them that day – can Internews talk to RTTL about this
- Variety of participants in training (national and district) is good
- It is good that district participants come to Dili rather than Internews going to the districts to deliver cluster training for district reporters

4. How can Internews help with your activities in the coming year (*participants didn't respond to original question about what they want to achieve in their work in the coming year; and then secondary question about how Internews could assist with these goals*)

- Assistance in the field, e.g. one-on-one mentoring of RTL district reporters

- Assist with different aspects of professionalism – e.g. journalists have to be presenters as well as reporters, so would like training in presenting as well as reporting
- Mentoring for district reporters

Appendix 5: Timor-Leste Media Development Centre Planning Day

Internews national staff: creating an NGO to continue to serve the media as Internews has done over the last 5 years, and based on feedback provided at 2 day workshop:

The key questions:

- What do we know?
- What don't we know?
- What do we want it to look like?
- Fears and concerns about moving forward?
- What do we need to be careful about, if we are going to get this right?
- How should we behave - what must we "NOT do" – or stop doing & saying?
- What are the high priority things to do in:
 - the first 3 months
 - The next 6 months
 - The next 12 months
 - The next 18 months
 - The next 2 years
- What do we leave behind? (things we must stop doing) as we move forward?
- What do we bring with us? (Things we don't want to or can't lose) as we move forward?

1. What do we know?

Set up process:

- A constitution for new local NGO
- Board of directors
- Bank account for new NGO
- A new building for NGO
- Gender equality in new NGO

Next Steps

- Supporting facilities, e.g. vehicle
- Develop technical skills
- Handling our technical merchandizing
- English skills
- 'Managing & empowering
- Quality of photographers
- Research & survey skills
- Mentoring skills
- Media development
- Management on finance and proposal skills writing
- All community radio stations want to work with us
- Competition among RTL and STL
- Conflict resolutions skills
- Assisting ARKTL, APTL
- Computer skills for staff
- Media monitoring and mentoring
- Internet services for journalists
- Journalistic ethics & Media law
- Finance & management training
- Photo Journalism and training
- Film nights

2. What don't we know?

Finance:

- Funding-finance report
 - Donors profiles and their expectations
 - Building location, assets
- Future:
- Uncertainty future
 - Transition periods- short & long?
 - Partner with print media outlets when it all happened good
- Welfare:
- Health service for staff
 - Maternity & paternity leaves
 - Over time works payment
- Management
- Organizational management
 - New NGO structure
 - International staff support
3. What do we want it to look like? (What will the NGO be doing and saying? What will people be saying about us?)
- Develop good relation with all sectors- government and NGOs
 - Deliver training in all sectors
 1. Journalistic-investigative report
 2. Financial management
 3. How to analyse situation
 4. Technical
 5. Facilitating workshop for journalists
 - Professional staff and good management systems
 - Independent media NGO
 - Develop media in Timor-Leste
 - Internet access to media outlets
 - Fund sought to assist with our work
 - Film nights
 - Technical unit should be part of new NGO
 - More women staff to improve gender equality rights in the office
4. Fears and concerns about moving forward?
- Structural coordination
 1. Conflict of interest in each division
 2. Miscommunication in each department
 3. Not have enough experience in running a new independent NGO --need more training
 4. Structuring of new NGO
 - Media & government relation with new NGO
 1. Pressures from government to media
 2. technical unit should not be under PBS- a clear agreement should be made to meet all media needs
 3. Unhealthy competition
 4. Media outlets support to our new NGO
 - Wages, empowerment and sustainability
 1. Staff reducing
 2. Job security in the future
 3. Decreasing of salary
 4. Sustainability of funding
 5. High tax to local NGO

- 6. Can media pay for receiving trainings?
 - Capacity building for staff
 1. Lack of human Resources
 2. lack of leadership
 3. NOT professional
 4. can't meet all demand from media outlets
 5. Staff commitment and motivation to run new NGO
 - Accountability & Finance management
 1. Transparency and accountability in finance management
 2. Mismanagement & trust building to donors
 3. No budge intervention between divisions.
5. If we are going to get this right:
1. "what do we need to be careful about"
 - Funding accountability & managerial transparency
 - Misuse of facilities
 - Miscommunication
 - Over-committing
 - To much external intervention
 - Excluding our partners
 - Internal conflict- conflict of interest
 - Mistreatment against staff & partners- Discrimination
 - Wasting resources
 - No team work-individualism
 - Organizational confidential matters
 - Keep professional work
 - Power abuse
 - Unhealthy competition
 - Organizational management
 - Programs focused
 - Relationship/communication with media sectors
 - Be responsibility to donors
 - Recruitment of staff
 - Follow up & evaluation on training quality
 - Borrowing items to people
 - Be selective on film title for film nights- insight people to take revenge
 2. "what must we do NOT do" – or stop doing & saying – how we behave
 - Gossip on partners and other NGOs- negative thoughts
 - Should not pay or replace any item of partners for repairing
 - Exposing internal matters to other organizations
 - Cost cutting- stop extra expenses, e.g. giving money for extras (food, per diems)
 - Using expensive facilities- rent building, projector
 - Allowing other people not journalists to use internet.
 - Coming late to work- not working on time
 - Interfering other people's problems or work
 - Wasting time for nothing
 - Using office facilities for sending jokes/pornography
 - Yelling each others- language abusing
 - Being bossy
 - Using office facilities for personal work
 - Spreading rumours – internal & external matters

- Sharing personal PC with others- including journalists

What are the things we do in:

1. the first 3 months
 - Constitution of Organization (17 dots showing most people thought this most important)
 - Research & writing & Proposal submission –Funding (13 dots)
 - Bank account (11)
 - Declaration of new NGO to public (6)
 - Board of the organization (5)
 - Building, listing all assets (5)
 - Re-structuring of the organization (4)
 - Building Networking (3)
 - Finding new building (3)
 - Handing over assets (2)
 - Register at NGO forum (2)
 - Apply for TIN (1)
 - Staff recruitment
2. The next 6 months
 - Program implementation (8)
 - Building relationship with partners(4)
 - Program identification (3)
 - Program making (3) and work plan (3)
 - Program assessment (2)
 - Finalizing broadcast and media law (1)
 - Client finding
 - Moving to new office building
 - Technical maintenance
 - mentoring for radio & print media
3. The next 12 months
 - New grant submissions to donors (7)
 - Program evaluation- first 6 months (6)
 - Contacting expert to develop staff skills (6)
 - Strengthening and improving programs (3) & report writing report and evaluation (3)
 - Production house for radio & TV (5)
 - Searching new donor countries (3)
 - Intensive financial training for staff (2)
 - Capacity building for staff- mentoring (2)
 - Getting new subscribers of MM services (2)
 - Internet café set up (1)
 - Understanding market better (2)
 - Increasing professionalism (2)
 - Civic education program (2)
 - Need identification of media outlets (2)
 - Set up the next 6 months program (2)
 - Start to think about profit-oriented
4. The next 18 months
 - Develop our partners- join programs, collaboration with University (3)
 - Produce radio and TV programs (3)
 - Ending program with evaluation (3)
 - TV. Training packages – On management & journalism, etc.
 - Independence audit for each program

5. The next 2 years:

- Staff capacity building -- TV, journalistic trainings (7)
- Studio production- TV & radio (6)
- Finding permanent location for NGO (4)
- TV journalistic training (3)
- Journalistic training for new journalists (3) & becoming media centre (3)
- Media law & press council (2)
- Expanding the markets (1)

As we move forward:

1. "What do we leave behind? (things we want to or must stop doing)
2. "What do we bring with us? (Things we don't want or can't lose)

Happy	Sad
<p>Leave behind:</p> <ul style="list-style-type: none"> • The connotation of Internews as American's control/institution • Working relation with STL media • Expensive current rent building • No more long report to USAID • American label • Not free to work with all media outlets 	<p>Leave Behind</p> <ul style="list-style-type: none"> • High funding maybe will stop • International work • Staff wages • Free internet access for journalists • Relationship among local & International staff • Christmas Bonus • Good facilities • Permanent donor-USAID
<p>Take with us:</p> <ul style="list-style-type: none"> • The experiences -the way Internews works • The good image of Internews as an international NGO • The spirit/hope to get more profits (e.g. media monitoring service) • Knowledge working with Internews Timor-Leste • Network with media outlets • Happy to be independent • Have new building • Internews good reputation • Staff expensive • Media outlets trust • Good network access • Relationship with staff & all media 	<p>Take with us</p> <ul style="list-style-type: none"> • The future of local NGO • The continue of our on-going programs • Self-government • Job in security • Low salary • Unclear funding • Local staff capacity • Working based on donor guidelines.

Appendix 6: Trends in East Timor

Participant saw the following trends that are affecting their society now and in the future. The trends are described in their own words.

Finance and Economics

- Economic of Timor is more dictated by donor institutions such as IMF and World Bank.
- Reduction of Donor Funding
- There is growing more small kiosks – street sellers.
- Want to have cars
- Many people migrate to town to get a better job
- Macro Credit from Bank BNU
- Economic stranger, more people have phones, journalist have bigger contact books, better stories because access to more people and resources.
- Timor-Leste should have its own currency
- People is not wealthy but government officials are conceited
- Finance and economics

Health and Wellbeing

- Community members is lack of awareness on healthy life as well as government not much pay attention healthy
- East Timorese is now aware of living in a healthy condition –this is increasing because of media plays its roles to disseminate information.
- Community starting to prevent any kinds of illness by getting information from media
- Cleaning of environment is very low
- Lack of facilities
- Preventing of dengue
- Trends of dengue
- Concerns on environment
- Western medicine
- Sickness of ISPA and Tuberculosis is increasing.
- Raining season brings illness such as malaria and diarrhea, now is increasing cases in Timor-Leste
- AIDS is very danger for human being
- HIV/ AIDS
- HIV/ AIDS now visits Timor-Leste

Technology

- More people have access to the internet
- 24 hours electricity supply
- Digital Camera
- Raising awareness of virus (it is important for smoothly working)
- Development of modern technology such as, Internet, mission – outer space mission, camera. Mobile phones and computers
- Using and maintenance of studio equipment.
- Access to technology increase
- More DVD, more access to entertainment from across world

Cultural and Spiritual

- Timorese culture is getting slightly unpreserved (the role of media is very important to preserve Timorese culture as one of its own identities.
- Since Timorese culture is going down as national culture and there is no effort to develop it.
- Forgotten its own culture
- Primitive cultural(dowry system, korometan, babadok, and tebe – tebe)

- Church become less powerful, community leader will play most role
- Church become quite on Sundays
- The influence of foreign culture is very much dominant to local culture
- Enculturation of local culture is not seen
- Timor-Leste is made like a small European in Asia(culture and language)

Society and Community

- Participation of Community in the development of the country through NGO increase.
- Community become more critical
- Empowering community to speak freely
- Conflict of origin (LoroSa'e vs LoroMonu)
- Complex Delta and complex elite compound
- There is gap between rich and poor
- Vox Populi of vox deo –people's voice is voice of God
- Community is not aware of conflict
- Community is happy with media's role
- Young generation is frustrated because no job opportunity available

Business and Commerce

- Corruption, collusion and nepotism are increasing
- Bank provides credit to community
- Domestic production does not have opportunity to export goods
- Purchasing full made goods
- Luck of business potential
- Business and commerce are monopolized and corruption, collusion and nepotism
- Monopolizing on telecommunication (Timor Telecom)
- The price of goods are very high as the tax is high for importing goods
- Foreign businessmen monopolizing and there is no opportunity condition made for competition
- Importing chicken is dominating local chicken
- Foreign sellers dominating local sellers
- The existing media, community is getting very much influence on business and trades
- Huge growing up of foreign street sellers in the country

Politics

- Power monopolizing
- Centralized of power
- Freedom in the area politics
- There is a lot pressure foreign countries in relation to government policy on Timor Gap issue
- Many people want to make change in the system apply in the country
- As the government gets at communicating what they do – the media will be able to play a bigger role building democracy
- Seems politicians are happy on the suffering of people
- Prioritizing political interest than public want
- Limiting bilateral relationship with Indonesia
- Solidarity to tsunami victims at neighbor countries

Education and Information

- University establishment become individual business interests
- Scholarship students to go abroad
- People want to study and get degree
- People want to study at university levels
- Education may improve very slowly in quality

- Improving quality of education
- Language change over longer terms
- Increasing human resources
- Media helps improving education

Media and Entertainment

- Many people get access to digital satellites
- TV satellite
- People want entertainment
- Many media are still criticizing each others on journalism professionalism skills
- Many Timorese like going to Bar Karaoke and discothèques
- Entertainment sites – venue for entertainment now is increasing in Dili town
- Lack of informative, analysis and entertainment
- Internet media, digital TV, and new electronic media

House/ Home Family

- Migration to the city is increasing
- People live away to each other –family
- Town planning, equal deploying people
- Family welfare
- Media organization is getting difficult to get business
- House building for community

Appendix 7: Trends in East Timor and their implications for the media

Participants were broken into groups and selected from the above the three things they saw as most important trends and analyzed the implications of these trends for the media and for Internews. Again, the formulations are the words of the participants. The number of dots are a measure of relative importance the participants attached to these trends and implications.

No	Trends	Implication for the Media	Implication for INEWS
Group 1			
1	Many KKN (corruption, nepotism) and Monopoly (6 Dot)	Dissemination of information in order to avoid KKN and monopoly (Talk Show)	Give training to the Radio Station about talk shows and investigation reporting
2	Importing goods is higher than exporting	Delivering information to community members especially through radio program focus on local business (information about local businessman who is successful).	It is becoming a political issue.
3	Soft loan from Bank.(1 Dot)		
Group 2			
1	Illegal occupation by civilians and some government officials, this all happened because there is no law enforcement yet (3 Dot)	Necessary to media publicize investigative report on Land & Property issue (2 Dot).	Internews needs to keep delivering training on investigative report for journalists of Timor-Leste.(2 Dot)
2	Town planning, cleaning, equal population distribution and family welfare	There is no awareness of media to cover important issues (environment).	Internews works with media to conduct healthy environment expo.
3	Migration to the city (1 Dot)	Media Luck of focuses.	Training for journalists on how to cover and analyze the impact of migration to the city. Community needs to be educated on the impact of migration to the city.
Group 3			
1	People want to live in a secure atmosphere, stable, and good economic(4 Dot)	Capacity of community to get access of information is increased, and as well as financially increase to buy paper.	More Programs making and cover various all aspect of the community.
2	Information is not equally accessible in all areas (6 Dot).	Access to media is only to a group of people/elite persons (8 Dot).	Increasing the power of transmitters as well as increasing technology for community radios and TV.(6 Dot)
Group 4			
1	Most of people get access to information with digital electronic equipment.(2 Dot)	Capacity building on how to use technology of information in all areas.	Training needs for increasing capacity to get access on modern technology (1 dot)
2	Together with media for direct access to	The media is now more independent in news	Collaboration with Internews to make future relevant programs.

	media or entertainment for developing human resources	broadcasting and educating people.	
Group 5			
1	Internet and Computer (6 Dot)	Be able to get access to international information, news so they can publicize the actual information.	<ul style="list-style-type: none"> • Making links among media outlets and Internews • Reactivating network of Media and Internews.
2	Power/districts(1 Dot)	<ul style="list-style-type: none"> • Smoothing the activities of journalists • Community easily get access on information.(10 Dot) 	Smoothing the activities of Internews and Media
3	Digital Camera/ Photographers (5 Dot)	To make easy the activities of journalists (1 Dot)	Supplement tools for Journalistic(2 Dot)
Group 6			
1	Language (23 Dot)	Incomplete language use at all media outlets in Timor-Leste. Not yet get access to foreign news (1 Dot)	Facilitating training/courses on Tetum, Portuguese, and English language.
2	Education in abroad (3 Dot)	Lack of human resources at media outlets	Assisting on recruitment and training for media workers in Timor-Leste
3	Information(6 Dot)	Information delivering is inaccurate	Training editor
Group 7			
1	Economic Timor Sea issue(still in the process of disputing) Inadequate of Instruments in Timor-Leste What effect Timor Sea Revenue will have?(1 Dot)	Media can put pressure on Government and raise public awareness(1 Dot)	Legal Political Training
2	Economy of community is reducing Local economy should supported Be able to help community economy increasing (8 Dot)	Sustainability(more subscribers) It's complex topic(media has to do more in-depth report(2 Dot)	Changing Funding Resources Training specialized economic reporting.
3	Jobless opportunity Community interested in loaning money from bank even though the interest is high (11 Dot)	Investigative Reporting Transparency through Media(9 Dot)	Attention for enabling environment for free Media More training on investigative reporting
Group 8			
1	Foreign policy need to increase Internal Politics /local necessary to improve,	Media needs to be pro-active in disseminating information to community. Media should be	Identifying types of training for media outlets

	education policy need to be publicly informed.(2 Dot)	investigative reporting (15 Dot)	
2	Regular community become 'slaves' of Portuguese in Timor-Leste(5 Dot)	Creating gap of communication between elite politicians and community (1 Dot)	Organizing foreign language courses.
3	Timor Gap Negotiation (2 dot)	Media needs to cover investigative reporting (3 Dot).	Providing training on covering investigative reporting (4 Dot)
Group 9			
1	Original culture of Timor-Leste as it is now almost forgotten (no one want to preserve it)(9 Dot)	Media/Radio needs make program on culture of Timor-Leste (10 Dot)	Necessary to have training on how to preserve cultures in implementing in programs (2 Dot)
2	Foreign culture is very much influence Timorese culture (9 Dot)	The role of media /regulation need to include preserving Timorese culture	Keep assisting media on this program
Group 10			
1	HIV/AIDS(7 Dot)	Media should support health program (6 Dot)	Sponsor (4 Dot)
2	Malaria	Media should support health program	Sponsor (1 Dot)
3	Lack of food(2 Dot)	Exposing news	Sponsor
Group 11			
1	Conflict (4 Dot)	Media should work hard Facilitating and assisting resolve conflict among them	Help the media to do their job
2	Social jealousy (3 Dot)	Giving access to marginalize people to speak out(2 Dot)	Giving mentoring on techniques of covering and reporting stories (1 Dot)
3	individualisms	Media marketing is increasing Operational cost is increase	

END.