Radio for Peace Building Project Evaluation Report

Submitted to

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Executive Summary

This is an evaluation report undertaken by two independent evaluators for Search for Common Ground's (SFCG) project on 'Radio for Peacebuilding', a project supported by United States Institute for Peace (USIP).

Search for Common Ground (www.sfcg.org) is an international, non-governmental organization whose mission is to change the way the world deals with conflict, away from adversarial approaches toward cooperative solutions. SFCG has been working in the field of conflict transformation for 26 years.

The 'Radio for Peacebuilding' project has three major components – adaptation of two guidebooks on radio talkshow production and youth guide both aimed at peacebuilding into Nepali, training and coaching provided to 25 FM station producers and presenters to host radio talkshows on peacebuilding and finally production of exemplary shows using the common ground approach. While implementing this project, SFCG has partnered with the Antenna Foundation Nepal (AFN). SFCG was responsible for adaptation, publication and distribution of the guidebooks and training while AFN was given the responsibility of coaching and guiding the production of exemplary shows.

The report is divided into four major sections: Introduction which describes the basic objectives of the program and the evaluation process; findings which describes the findings segregated into the three activities under the project and project administration; evaluation which describes the evaluators' opinions on the basis of findings; and finally recommendations based on all the other sections.

SFCG has had success in 'Radio for Peacebuilding' in Africa. The initiative in Nepal was aimed at replicating the process. There have been some major accomplishments of the program which are described as follows:

Major accomplishments – The guidebooks are one of its kind produced in Nepal. There are no other reference materials for radio talkshow producers and presenters on the areas of conflict and peacebuilding. The guidebooks are relatively easy to understand and have used Nepali examples. Given this adaptation, these guidebooks have the potential of being used by Nepali radio professionals.

The outcome of the training is noted on the comments given by the respondents regarding the training. Out of the 25 participants, 18 were interviewed for quantitative and qualitative analysis by the evaluators. All 18 participants reported to have learnt the following at the training:
  - The participants learnt how to set objectives for their programs specifically in relation to achieving knowledge, attitude and behavior (KAB) changes objective.
  - The participants learnt the 'common ground approach' and that talkshows can be successful only if they can create win-win situation for both parties involved.

The coaching phase was appreciated by the participants as an innovative means of follow up. The participants were of the opinion that the coaching phase was like a refresher training and 80% of the respondents said that the coaching phase was helpful in

identifying exactly how to implement what they have learnt during the training and design peacebuilding talkshows. Therefore, an outcome of the coaching phase can be defined in terms of definite program designs aimed at peacebuilding and increased confidence of the participants in hosting the programs.

In terms of production of exemplary shows, 11 out of the 25 stations produced and aired shows which were designed during the coaching phase. Therefore, training and coaching phase had a success rate of 44% which can be considered a relatively high percentage given the first attempt and pilot scale of the project. Out of the 11 respondents who had produced shows, 8 claimed that their shows were relatively popular. This claim was based on the listener's response received determined on the basis of letters and phone calls recorded by the FM stations. Two station managers even claimed an increase in the Station's popularity due to these exemplary shows. This claim was based on the feedback and comments received by Station Managers from fellow colleagues and listeners.

Impacts and lessons learnt – While accomplishments are important in terms of outcomes that can be quantified, the evaluators believed that the actual accomplishments come in the form of impact of the whole process. Following are the major impacts that can be described for the project:
-   SFCG has been able to sensitize and create awareness amongst the radio producers and presenters of their role and the role of radio talkshows on peacebuilding.
-   With the initial support of SFCG, talk shows aimed at peacebuilding have been initiated and in some FM stations have been continued even after the support has been withdrawn.
-   The program has also created a one of a kind, reference material in Nepal for Radio talkshow hosts interested in peacebuilding programs. Their initiative is innovative in the guidebooks targeted at producing youth programs as well.
-   SFCG has created a general goodwill amongst its stakeholders and is viewed positively.
-   Without communication channels, often participants of such programs are disoriented about the objective of the program and have bits and pieces of information. This is specially true if station managers are not oriented and involved from the beginning. When station managers are personally involved and interested in the project, continuity after withdrawal of support is more likely.
-   Lack of documentation and monitoring mechanism has led to a 44% success rate in terms of radio show production which could have been higher. With constant monitoring, the participants have constant points of reference to remove their confusion and therefore, are more likely to implement ideas that they have learnt during training to their shows.
-   Those participants whose portfolio matches with SFCG requirements (such as talkshow hosts) are more serious about the training and therefore, have produced results in terms of their learning and radio show production. However, when participant selection is simply left to nomination from FM stations and there are no further screening done, participants with various levels of knowledge and interests tend to reduce the effectiveness of the program.
-   In order to improve the quality of exemplary shows, constant monitoring and feedback mechanism, at least for the initial six months, needs to be developed. Without this, the quality of exemplary shows at will decline as the space between participant's training and radio show production increases.

Issues and Recommendations – On the basis of the findings and observations, this report has identified specific issues under each activity conducted for this project and recommendations are also made individually for each activity. Overall, the issues identified and recommendations made can be summarized as follows:

- SFCG has to learn about communication channels and invest in formalizing its relationship with concerned stakeholders. The lack of involvement of station managers can have long reaching implications whereby Stations loose interest in peacebuilding shows.
- SFCG also has to improve its follow up and devise an appropriate mechanism as lack of monitoring resulted in only 44% of the participants producing exemplary shows. With additional monitoring this percentage could have increased.
- SFCG also has to help FM stations in devising a simple mechanism to identify and record listener's response and the impact upon listeners of the radio shows that are aimed at peacebuilding initiatives.
- For the trained radio presenters to master the art of using the common ground approach on their radio shows, they require a lot more investment in terms of training and coaching.
- An appropriate orientation to station managers would help clarify objectives of SFCG and help in gaining cooperation for SFCG's mission. At the same time station managers need to be constantly updated about the progress by SFCG.
- An appropriate participant selection criteria and mechanism would help decrease the level of non performance on behalf of the participants. Also a particular criteria would make the training more meaningful as participants with similar level of understanding and knowledge would work together.
- SFCG would benefit a lot with an 'Information and Documentation Officer' added to their human resource as a lot of their other team members are already conducting several other projects. Due to this, information collection and follow up seem to be the major area of weakness.

Given the pilot nature of the program – 'Radio for Peacebuilding', it can be considered a success in terms of sensitizing its target audience of radio professionals. As in any other case, the impact of radio programs on the listeners is difficult to measure. However, a listener's survey conducted at least once a year on SFCG supported programs would help put plans in perspective and devise further strategies for SFCG.

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Chapter 1

INTRODUCTION

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1.1 Project Profile

1.1.1 Introduction

This externally-led evaluation seeks to learn about the impact assessment of "Radio for Peacebuilding Nepal" a project of Search for Common Ground (SFCG) Nepal. The overall evaluation process took us an operating period of 28th of May to 15th of June 2008. Specifically it looks at the results of the projects and an assessment of the appropriateness of those projects in order to refine and improve their practice so as to maximize their impact.

1.1.2. Peacebuilding Process In Nepal

Nepal has undergone a decade long conflict with Communist part of Nepal – Maoist (CPN-M). The political turmoil in the country led a steady decline of economic activities and created a deteriorating business environment. People lived in terror and the voices demanding for peace and stability were rising tremendously. The country then took a major political turn with the success of the peace dialogue leading to the signing a Comprehensive Peace Agreement with Maoist parties because of which they are now one of the mainstream political party of Nepal.

During all these major political changes major role was played by various media present in the country. They were responsible for sensitizing people regarding peace process. It was seen that media was able to create a profound impact upon people during the whole process of Constituent Assembly (CA) elections. The power of media can be seen by booming media industry as well as its impact on the general mass.

Radio is one of the primary sources of information for rural and semi urban population of Nepal. The media, in particular powerful community FM radio stations, play a major role in informing the population about the peace process. At the same time, the rapid issue of radio license by the Government bodies has created several FM stations which also have possibilities of being used as a tool for spreading political propaganda.

1.1.3. Search for common Ground- Nepal

Search for Common Ground (www.sfcg.org) is an international, non-governmental organization whose mission is to change the way the world deals with conflict, away from

adversarial approaches toward cooperative solutions. SFCG has been working in the field of conflict transformation for 26 years.

Search for Common Ground commenced full-operations in Nepal in February 2006 with support from European Commission. Search for Common Ground has been working in Nepal in partnership with the Antenna Foundation Nepal (AFN). Through a series of trainings, SFCG media staff helped to build the capacity of AFN radio producers and conducted two trainings to support the launch *Chinnophano* (*Dialogue),* a radio programme on conflict resolution and mediation that was broadcast nationally. The initial programme is ongoing and includes activities focused on youth, media and civil society activists.

The overall goal of SFCG Nepal is to support the peace process and the transition to democracy. In order to achieve this goal, SFCG actively partners with local radio stations and media houses to create peace building promotional materials. Its expertise lies in promoting peacebuilding initiatives through the media. However, it is conducting several other projects as well.

1.1.4 USIP Project – Radio for Peacebuilding Nepal

Search for Common Ground has conducted 'Radio for Peacebuilding Nepal' project in partnership with the Antenna Foundation Nepal in support of the United States Institute for Peace (USIP). The project has been run since May 2007. As per SFCG's requirement, a team of two evaluators evaluated the project on the following three are[1]as:

- Content analysis and evaluation of the Radio for Peace Building guidebooks on the basis of their relevance, usability and adaptability to the Nepalese context.
- Training and coaching phase evaluation conducted for 25 FM stations across Nepal. This phase was evaluated for its content, delivery, effectiveness and usability.
- Creation of 30 exemplary shows phase evaluation with respect to content analysis based on relevance and learning of the FM hosts and producers who were trained.

Although the project document mentions, Radio for Peace Building Guidebooks translation, adaptation and distribution as its first phase, during the course of the implementation it was seen that the impact for the book would be higher if it was published in the later phase of the project. Therefore, the evaluation focused only on the content analysis of the guidebooks. In the evaluation of the third component of the project, beyond the exemplary shows production, the evaluation have looked at the current status, the issue of their continuance once the support is discontinued and the level of commitment on the trained person(s) to take the concept further.

Since the project has been adapted from its successful African version, emphasis has been laid on adaptability and relevance of the project in the Nepalese context.

1.1.5. Scope

Initiated in response to the SFCG Nepal commitment, this evaluation took place between end of May till Mid June 2008. It consisted of 5 days in-country field visits for a team of

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[1] One of the members of the evaluation team, Arpita Nepal, had served as a consultant for SFCG on an UNMIN funded project, mobilizing radio stations to produce local shows on the peace process.

2 researchers. The limited resources in terms of time directly affected the scope and depth of the evaluation. In short time period the team endeavored to identify the outcomes of the project. It was beyond the scope of this evaluation to provide or investigate all areas of importance to the degree to make generalized conclusions.

1.1.6. Objectives of Evaluation

The evaluation focused on three specific areas

1. To determine the usability, adaptability and relevance of the guidebooks.
2. To determine the outcomes of training and coaching given to the 25 radio journalists.
3. To evaluate the content of the exemplary shows.

1.1.7. Approach

The SFCG approach to evaluation is parallel to the guiding principles of our work: participatory; culturally sensitive; committed to building capacity; affirming and positive while honest and productively critical and valuing knowledge and approaches from within the context.

1.1.8. Methodology

The information and data was collected using both primary and secondary sources.

Primary sources

The primary sources used for the collection of the information were structured and semi-structured questions, in- person interviews, Focus group discussions (FGDs) and telephone interview.

1. Evaluation of Guidebooks:

For Relevance and Usability –
   - Key informant interviews was done with experts on radio and radio programs who were consulted before translating the talk shows guidebooks to identify approaches to translating the guidebooks.
   - One Group discussion was done with experts on producing and hosting youth shows who were consulted before translating the youth program guidebooks.

For Adaptability
   - A very comprehensive study of the English and Nepali (translated version) versions of the guidebooks along with the examples and the issues were done to assess adaptability in the Nepalese context. Emphasis was given to the current Nepalese context, the nature of radio programs on air currently and the innovativeness of the Nepali version to capture the existing scenario.

2. Evaluation of Training and Coaching –
   - Out of the 25 FM stations, we did qualitative research with 9 FM stations. The FM stations were chosen from the western part of the country. In person interviews

with trained person(s) and as well as with the station managers in FM 9 stations were done.
- For the quantitative analysis of the project a telephone interview with trained person from 18 FM stations were done
- In-person interviews with 9 FM stations' presenter for the evaluation of the impact of training and coaching with respect to the changes in knowledge, behavior and attitude of the program presenters was done using semi-structured questionnaires and reflected on the exemplary shows produced by the trained person(s).
- In person interviews with the Station Managers from 4 FM stations to discussed the impact of the shows, the relevance and usefulness and sustainability of the shows after discontinuation of support.

3. Evaluation of Exemplary Shows –
- At least 6 radio shows from the 6 different FM stations was evaluated for their content in terms of peace building measures and relevance to the Nepalese context.
- The programs were also evaluated on the basis of their delivery, innovativeness, choice of topic and guests and overall presentation.
- Beyond the exemplary shows, the continuance of the peace building radio shows was evaluated on the basis of the current status of shows that were conducted under the 'UNMIN supported project' conducted by SFCG in collaboration with 11 FM stations based in the Terai areas of Nepal.

Secondary sources
The secondary sources used for the collection of the information are various organizational documents, various reports related to the project and CDs of the exemplary shows.

1.2. Evaluation Process

The evaluation process of USIP funded SFCG project was done following few steps for informational gathering, analysis and issue identification.

1.2.1 Preliminary Meeting with SFCG

In order to gather information and study the project the first step that the consultants took was to sit for a preliminary meeting. In this session we identified and agreed upon the general working pattern and also gathered information regarding the project. This session was conducted at SFCG in presence of Mr. Rajendra Mulmi and Mr. Yubakar Rajkarnikar.

1.2.2. Literature review

We also reviewed the organization's reports and documents regarding the project. The documents also included feedback forms from the training, the baseline survey report etc.

1.2.3. Individual Interviews

2.3.4.1. Training and Coaching
For the purpose of getting more insight on the project we did a in-person interviews 9 FM stations presenters. Out of the 9 stations we also managed to talk to 4 station managers.

2.3.4.2. Guide Book
For the purpose of evaluation of the Radio Talk show guidebook we did key informant analysis with 3 of the experts on radio and radio programs.. For the purpose of evaluation of the youth guidebook we did a discussion with 3 informants who were involved in the previous adaptation and translation session.

1.2.4.. Preliminary Presentation and Group Interview

A short presentation of the key findings from the above steps was done to the members of SFGC (Ms. Serena Rix Tripathee, Mr. Rajendra Mulmi and Mr. Yubakar Rajkarnikar). The process also involved a interview with the key people from SFCG and Mr. Dilip Nepali for the purpose of gaining an insight regarding the administrative part of the project.

1.2.5. Telephone Interview

As the next step in the process a telephone interview was done with the radio presenters from the rest of the FM stations, which were not covered in during the field visit. The interview was done to know about the changes that they felt after the training, the type of programs that they were doing if any.

1.2.6. Draft Report writing and Presentation

The analysis and the outcomes of the overall project was combined and prepared as a draft report. This report was presented to SFCG for their inputs.

Presentation of Findings

This chapter presents the details of project administration and outcomes that were gathered during the evaluation process. The chapter has been divided into two parts. The first part presents the process of project administration and the second part presents the key findings of project outcomes.

2.1 Findings regarding Project Administration

'Radio for Peacebuilding' project was implemented in 25 FM stations across Nepal. The project was carried out in partnership with the Antenna Foundation.

2.1.1. Development of Concept Note

Three project staff working with SFCG internationally were involved in developing the proposal of the project. The development was based on SFCG's success of the same project in Africa. This project was developed as a replication of the same model. Francis Rolt, Serena Rix Tripathee, and Michael Shipler were involved in developing the proposal. The project came into existence and started its operation on May 2007. A delay has been noted during the inception phase. The factors that attributed to this were:
- The then political situation of Nepal resulting in limited media freedom and security problem in the country.
- Delay in the hiring process of the staff for the project. The reason given was the lack of appropriate personnel to conduct such a project on behalf of SFCG.

2.1.2. Partnership with The Antennae Foundation

For the implementation of the project SFCG worked in partnership with The Antenna Foundation. The organization was chosen on the basis of its involvement with various radio programs and also because of its reach in radio stations of various parts of Nepal. AFN was responsible for training and coaching the FM stations over the project duration and helping them in the production of exemplary shows. Although the proposed target was production of 30 exemplary shows, quarterly reporting to USIP shows only 16 exemplary shows were done. Even among those claimed to have been produced, proper documentation is hard to find. Therefore, the evaluators had to rely on 6 sample exemplary shows that were easily obtained given the short span of time.

Regarding the training and coaching, Dilip Nepali on behalf of AFN was given a free reign on designing the coaching sessions which according to Mr. Nepali ranged from a day to two days per location. Sometimes, the participants from nearby locations were clubbed together for a joint coaching session.

A discussion with AFN and its involved members in this project revealed that the partnership in this project was not as beneficial in comparison to other project partnership done with SFCG. This project as per AFN members did not involve any concrete outcomes. Although the exemplary shows were produced, their impact is difficult to gauge. However, other projects with SFCG has resulted in concrete outcomes like radio shows (Naya bato Naya Paila, Sunau Bolau).

2.1.3. Project Planning

Serena Rix Tripathee, Michael Shipler, Pradip Pariyar and Rajendra Mulmi from SFCG were involved during the project-planning phase. This part of the project included planning on training, coaching and feedback mechanisms and choosing the right partner organization for co-implementation of the project. Although there was involvement of many members of the SFCG Nepal team during project planning, involvement seems to have decreased during implementation and especially follow up owing to large number of projects that SFCG took on. This method of including all members in planning but using only certain members to implement has created a devolved system where people responsible have the authority and responsibility of decision making. However, the problem with this approach is when the concerned people are not available, no other team members are aware of the progress of the project.

2.1.4. Selection of FM stations and Participants

Pradip Pariyar, on behalf of SFCG, in coordination with AFN chose the FM stations. The stations were chosen on the basis of its area coverage, establishment of the stations. AFN mentioned that the selection of FM stations was based on the network and long term partnership with AFN. At the same time factors like geographical coverage and the interest of the FM stations in peace building initiatives were also given due importance. There was a selection process whereby application forms were filled by the FM stations. However, the application forms could not be availed. Pradip Pariyar from SFCG was responsible for overseeing the project on behalf of SFCG while Dilip Nepali from AFN was given the responsibility of coaching the FM stations.

Regarding the selection of participants for training, the process was devolved down to the FM stations. The chosen FM stations nominated their employees of various categories to attend the trainings. Largely, program producers and presenters formed the majority of the participants. However, news presenters and station managers were also chosen as participants. The group that was chosen represents a diverse mix of people with different levels of knowledge on radio talkshow production and/or presentation. This, according to Mr. Nepali from AFN, presented a challenge during the coaching phase. Also during the training, the difference in the level of participants know how presented a difficulty in the approach to be used to reach out to the participants. It was clear that a participant selection mechanism was not in place for this project through various discussions. A simple nomination by the FM stations guaranteed participation while SFCG and AFN did

not check on the background of the participants and their level of understanding in talk show production.

> *"We chose Barsha Ji for this training because compared to other employees; she was the one who did not have any exposure of that kind" – Admin/ Finance Officer, Rupandehi FM*

The diversity of selected participants with respect to their work in FM stations is presented below:

S. No.	Area of Work	Number of Participants	Percentage in relation to total
1	Program Producers	11	44
2	Program Coordinators	6	24
3	Reporters/ News readers *	4	16
4	Station Managers/ Chair person	4	16
	Total	25	100

* This category contains participants who were only news reader and did not play any dual role.

2.1.5. Monitoring

Except for logistic arrangements, very little monitoring was found. SFCG had appointed one personnel in order to monitor the project. However, she left the organization without any notice. SFCG informed that she hasn't been replaced. After this, the monitoring responsibility also was handed over to Pradip Pariyar. Mr. Pariyar mentioned that he was frequently in touch with the FM participants. However, he had many other roles to play including arranging logistics, communication regarding other projects etc and therefore, could not concentrate strictly on the monitoring of the project itself. The coaching phase of the project was largely used as a monitoring tool. Despite this, there were no formal means of monitoring with the help of timely reports etc.

2.1.6. Logistic arrangements:

There weren't any major issues in the logistic arrangements. The finance team at SFCG was responsible for administering the financial aspects of the project. Dilip Nepali working for AFN was remunerated from the project.

Certain logistic arrangements however were not adequately arranged during the training. The reference materials that were promised during the training were not provided on time.

2.2 Findings regarding Project Outcomes

Three project outcomes were planned under this project. The first being production and adaptation of guidebooks on radio for peace building, the second being training and coaching of program producers/ presenters on hosting radio talk shows for peace building and the third being production of exemplary shows. The findings regarding these outcomes are presented below:

2.2.1. Guidebooks Adaptation and Distribution

Although this was set up as the primary objective of the project given the lack of adequate materials on methods to host peace building radio talk shows, first quarterly report submitted to USIP mentions the change of timing on this objective. So far the guidebooks have been adapted and produced. The distribution aspect is yet to be completed. The delay in the process as explained by SFCG team came from the research required to identify the right approach to adaptation. Also the hiring process for the right person to do the job was difficult and took a lot of time. Community Radio Support Center, Nepal Nepalese Federation of Environmental Journalists was hired to do the adaptation on behalf of SFCG. In the meantime, SFCG devised a new strategy of including examples from the current project in the guidebook to make it more relevant.

An adaptation seminar of two days each was carried out to facilitate the process of adaptation. During this seminar many renowned personnel from the field of radio journalism were invited. The seminar focused on discussion of the role of media in peace building, using talk shows as a tool for strengthening peace building initiatives and on the two guidebooks that were to be adapted. Emphasis was also given during this seminar to draw out Nepali examples to include in the guidebook to make it more contextual and relevant for radio program producers.

Three participants each of the adaptation seminars were met by the evaluators to discuss the relevance and usefulness of the guidebook. Most commented on the lack of relevant materials on designing radio programs for peacebuilding.

> *"We do not have anything in Black and White which can be used a reference for hosting a Talk Show but this effort of SFCG will definitely help us in future for producing a vey good show."*

> *Binaya Guragain, Equal Access-"Even if I want to do a research before a program is aired where will I get the research materials if I am working at Solu?"*

The participants that were interviewed were positive about the content of the guidebook. However, specific recommendations were also made with regard to updating the content of the book to address the change in dynamics of the Nepali peace process.

While the respondents were positive about the relevance of the guidebook many doubted its usefulness. FM radio presenters were found to hold many other jobs. Similarly, it was found that one FM presenter on an average hosts 5 to 6 shows per week. Sometimes, the maximum radio shows go up to 16 shows per week. Therefore, they have very little time to prepare for each show. In this context, the respondents doubted the use of guidebooks.

Another area of concern pointed out by the respondents was regarding the nature of the guidebooks. They commented that it would be understood by a presenter who is relatively familiar in hosting radio talk shows. However, the guidebook wouldn't be very clear to a beginner.

The guidebook has been adapted very well with plenty of Nepali examples. The first chapter defining conflict and its forms seems to be lacking in examples. Examples of the common ground approach while using various tools of conflict transformation have not been presented. Overall, the guidebook looks like a Nepali production and is comprehensive in the examples that have been used. There are only a few instances where

the examples are not self explanatory e.g. while mentioning a particular event as reference (the role of 'Swargadwari FM' from Dang in the Single Women activism).

The guidebook does not have any examples which were gathered during the process of project implementation. Although, this was cited as one of the reasons for postponing the adaptation process, the adapted guidebooks have examples that were cited during the adaptation workshop or those examples which were derived out of research conducted by Mr. Mainali during adaptation. This shows that SFCG was not able to gather all the examples and provide it in time to be used for the adaptation of the book.

2.2.2. Training and Coaching

The induction training was conducted by Francis Rolt. The training was designed and implemented by SFCG. Most of the participants found this training to be very useful. Although, the examples given by Mr. Rolt were of international experiences, he made an effort to show how conflict situations and common ground approach could be used in radio talk show production. The highlights of this training as pointed out by the participants were its interactive and participatory approach used by the trainer. All participants felt that they had developed their skills to a certain extent. The only area of improvement that the participants suggested regarding this training was the use of a professional translator when the trainer is not Nepali speaking.

The participants mentioned that they were more focused on the subject area and had clear ideas of how to host a talk show after receiving this training.

> *"This training helped me understand that a talk show that promotes peace building should focus more on creating a WIN-WIN situation"- Santosh Chaudhary, Bheri FM*

Some participants mentioned that the training time period was too short to grasp all the concepts. This response was specially given by those participants who were new to radio talk shows and came from news reading background.

The coaching phase was conducted jointly by Pradip Pariyar on behalf of SFCG and Dilip Nepali on behalf of AFN. Most of the FM trainees from the study were coached by Mr. Nepali from AFN. The coaching was conducted for one to two days where the participants were reminded of their learning during the induction training and helped to design exemplary shows. Depending upon the response of the respective FM stations, some coaching exercises were conducted in house at the FM stations while some coaching took place at an independent location. At the in house coaching, several other presenters from the FM station were also included. The content of the coaching was designed by Mr. Nepali from AFN. Mr. Nepali mentioned the lack of seriousness of some FM stations during the coaching phase. The coaches were received more on a personal basis and the participants of some FM stations were more eager to discuss other issues rather than designing exemplary shows.

> *"Experiences with some of the FM stations were very bad during our coaching phase. Kanchanjunga F.M's station manager and the participant showed little or no interest when we went there for the coaching program. The experience that I got from there was really bad"- Dilip Nepali, AFN*

The coaching was rated highly by most participants as an effective monitoring and reinforcement tool. The visit to the FM stations was taken in a positive light by the recipients. It was an innovative tool used by SFCG. The coaching phase seems to have met its objectives. All the 18 participants that were interviewed via phone or in-person commented that the coaching helped them a lot in terms of designing programs and/or ensuring that the methods that they have adopted were correct.

> *"Coaching session from Dilip Ji helped me build my confidence to run the program because here I got a constructive feedback for the program that I was running".-Lok Safal, Koshi FM*

> *"With the help of two coachers I was able to design my program more systematically"- Suraj Paudel, Synergy FM*

The final training for this project was conducted by Mr. Raghu Mainali. The initial participants were again invited to Kathmandu to attend this training. The delivery of this training was not highly rated by the participants. Most participants felt that Mr. Mainali's concepts and examples were in conflict with Mr. Rolt's. Similarly, the training this time was less participatory and mostly lectures method was used. There was also a lot of repetition of ideas that participants were already very familiar with. Some participants mentioned having received other training from Mr. Mainali that was effective. However, they did not feel the same for this training.

S. No.	Training	Rating (1 to 10) *	No. of respondents	Percentage of respondents
1	Delivered by Mr. Francis Rolt	10	1	5.5
		9	6	33.33
		8	5	27.77
		7	6	33.33
	Delivered by Mr. Raghu Mainali	10	1	5.5
		8	3	16.67
		7	9	50
		6	2	11.11
		5	2	11.11
		4	1	5.5
	Total No. Of Respondent	**18**		

1 being the lowest and 10 being the highest score

2.2.3. Exemplary Shows

The project document committed to production of 30 exemplary shows. However, USIP reports show only 16 exemplary shows. The shows are difficult to obtain as they have not been documented properly as yet. Most exemplary shows came out of a pilot project conducted by SFCG with the support from UNMIN under this project.

> *Mr. Shital Sah from Radio Janakpur reported having launched a new community based program. His program reached the villages of Janakpur where the local issues were identified and broadcast from their FM station. At the same time, Radio Janakpur also made an effort to link these voices from communities with concerned local bodies housed in Janakpur city. This program has developed community ownership of the radio station itself and is apparently gaining a lot of popularity.*
>
> *Bheri FM based in Nepalgunj reported to have conducted a religious harmony show inviting religious leaders from different warring sides during the religious riots in Nepaglgunj. This contributed to controlling the issue after the religious leaders issued a joint statement to stop the violence against each other through the FM station.*

Most participants had not or have not started producing exemplary shows although they were designed during the coaching phase. The quantitative output of the people who produced a program after the training is presented in the table.

S.No.	Started a new show	Applied the Knowledge in Existing Program	Not Started a program Yet
1.	10	4	4
Total No. of Respondent= 18			

However, some participants initiated new kind of talk programs after receiving the training. 10 participants initiated a new talk show on the basis of training that they received at first. Most of these shows are still continuing. 1 participant used the knowledge she gained from the training into an existing program.

Among these, the evaluators listened to 6 sample episodes from the UNMIN supported pilot program for its content. These samples could be gained as one of the evaluators was also a consultant to SFCG for the UNMIN project. A brief description of the episodes is presented in the table below:

Program Details of Exemplary Shows

S. No.	Theme	Topic	Guests	Program Notes
Koshi FM, Biratnagar, Morang **Program Name:** *Samyog* **(Coincidence)** **Broadcast Days: Sunday** **Broadcast Time: 7.00 to 7.30 AM**				
1	Inclusion	Looking for democracy within democracy	Dr. Bhesh Prasad Dhamala, Professor for Post graduate level Kabi Raj Neupane, Former Exam Controller for Purvanchal and Professor	- Talked about what an inclusive democracy is. - Why the issue of inclusion is being raised now? - Concluded by emphasizing on making the new constitution more inclusive.
Bheri FM, Nepalgunj, Banke **Program Name:** *Shanti Ka Mali Hami Aafai* **(We, the protectors of Peace)** **Broadcast Days: Sundays** **Broadcast Time: 7.30 to 8.00 AM**				
2	Harmony & Inclusion	Bringing religious harmony	Mahanta Chandranath Yogi, Chairman, *Inter religious and social harmony committee*, Banke (Hindu religion) Molana Abdul Jabbar Manjari , Vice- Chairman, *Inter religious and social harmony committee,* Banke (Muslim religion) Peter Ghimire *Inter religious and social harmony committee*, Banke (Christian religion)	- Talked on the inspiration of forming such inter- religious committee - Discussed on the issues dealt by different religions for peace and social harmony - Concluded that religious leaders should work together to bring to peace in the country. All should respect principles of different religions and bring change in their actions.

Sukla Phata FM, Kanchanpur
Program Name: Naya Sahamati (New Agreement)
Braodcast Days: Saturdays
Braodcast Time:

3	Inclusion	Issues of "Displaced in Kanchanpur"	Dhir Bahadur Singh, Arakshya Pidit Khadak Bahadur Hedi, Arakshya Pidit Mohan Giri, Arakshya Pidit	- They were displaced in 2058 but government still has not replaced their land and they are still struggling to receive their Land back. - Government should take on the responsibility - Concluded that the committee must be developed which really works. And participation of the displaced themselves must be made for solving their own problem.

Radio Madhya Paschim 91.4 FM
Program Name: Peace Point
Broadcast Days: Thursdays
Broadcast Time: 6:30 to 7:00 PM

4	Harmony	Respecting different ideologies	Ganesh Chaudhary, President, ANNFSU – Dang committee Ramesh Kumar Pandey – NSU Vivek Shrestha – ANNFSU – Secretary, Mahendra Multipule Campus, Dang	- Discussed on the right to believe in different ideologies. - Highlighted tolerance of each other's ideas and thoughts - Talked about measures in maintaining harmony between different political parties especially amongst the youth wing who are prone to resorting to violence. - Concluded that respect for each other and coordination between youth wings is the way to move forward.

Bijaya FM, Gaidakot, Nawalparasi
Program Name: *Shanti Yatra* (Peace Journey)

Broadcast Days: Fridays				
Broadcast Time: 6.00 to 6.30 PM				
5	Harmony	Issue of maintaining harmony amongst diversity	Man Bahadur Pariyar, Central Committee member, *Pariyar Sewa Samaj*	- Emphasized on the deteriorating situation of harmony in Nepal given its diversity. - Discussed on the State's role in maintaining harmony. - Discussed on being victimized out of the 'Brahman' attitude and behavior. - Concluded that the State should not give protection to one specific group/ caste/ religion. Thus, the law of the State should ensure proportional representation of the diversity at local structures and at the national level.
Kanchanjanga FM,				
Program Name: *Shanti Ra Sambhawana* (Peace and Possibility)				
Broadcast Days: Saturday				
Broadcast Time: 8:00 to 8:30 p.m.				
6		Issue of conflict between and Transport system and students and its impact on society.	Khadga Dahal, former President,Mechi Yatayat Rajeev Ghimire, GFont, Mechi Niru Kharel, Kankai Campus, BA 2nd year student Sagar Sibakoti,Cohead college, BA 3rd year Student	- Discussed the problems faced by students and Transport Company. - The problem exists because of the lack of proper system in fare prices for public vehicles. People involved in this business do not have fixed prices for different routes. - Concluded that the system must be changed with a certain process for better transportation services.

Chapter 3

Evaluation of Radio Peace Building Programs

The success of any project lies not only in meeting specific targets quantitatively but also on devising an effective administration policy. Therefore, this chapter has been divided into two parts. The first part based on the findings of the administrative side of project evaluates the implementation process. The second part based on the findings of the project outcomes evaluates the achievement of objectives and targets set for the project. The evaluation content focuses on raising issues that aided to the success of the project whilst also raising issues that need to addressed to scale up the project.

3.1. Evaluation of Project Administration

The overall project administration presents a medium performance picture. Certain critical administrative aspects have been missed out. There are certain administrative aspects that define the strength of SFCG.

Strengths:
- SFCG seems to have invested a lot of time in hiring and choosing the right people for this project. This has resulted in a pool of dedicated and expert individuals on media to handle the project.
- SFCG has made a lot of investments in team building. Therefore, although the staffs are given specific portfolios they are constantly advised by their peers and supervisors on the process implementation.
- Effective decision making is strength of the project administration. Whenever issues have emerged, SFCG team comes together to resolve it and helps the responsible staff.
- The choice of a strong partner to implement the project stands out as another strength. AFN has experience and expertise in using radio for peace building initiatives. This seems to have added on to SFCG's expertise. The relationship with AFN also is healthy. This may also be due to the large number of projects that SFCG carries out with AFN.
- Despite many issues that are listed below, SFCG has had a positive relationship with the local FM stations and the participants of this project. There is a general goodwill in the market on SFCG brand.

Issues that need to be addressed:
- Documentation: This seems to be the weakest aspect in SFCG. It is difficult to gather in house information. Information regarding the project are scattered with various individuals. Similarly, there was lack of documentation of exemplary shows.
- Monitoring mechanism: SFCG needs to work a lot in the area of devising a monitoring mechanism. There are a very few established media rating agencies in Nepal. These rating agencies are expensive and lie beyond the affordability of the small FM stations that SFCG works with. There has monitoring during the project but it has been done sporadically.

Throughout the in person interviews, participants emphasized the need for more follow up from SFCG and a systematic mechanism to gauze the impact of outcomes.

- Division of work: Although the project was conceptualized by three people, their involvement in the actual implementation of the project looks minimal. Mr. Rolt was the chief trainer and therefore he sparked interest of the participants. However, the overall responsibility of implementation (partnering with FM stations, maintaining follow up, maintaining documentation) was given to a newly hired staff. Mr. Pariyar, who handles this project, is already overburdened with several other project responsibilities. This may be the reason that documentation and monitoring were weak for the project.
- Communication mechanism: The communication channel for the project was not devised. This ended up in a lot of confusion. Many respondents still feel that they don't exactly know what is going on with the project. Similarly, station managers in many instances have no idea of the right person to communicate with at SFCG for various issues. The communication with station managers in the whole process seems to be minimal which may have attributed to the lack of adequate number of exemplary shows.

3.2 Evaluation of Project Outcomes

This USIP funded program has three outputs. The project was evaluated on the basis of perfomance from these expected outputs. Each of these outputs is explained below.

3.2.1. Guidebook

SFCG has produced two guidebooks to help in the 'Radio for Peace building Project'. Although the idea during the conception of the project was to use these guidebooks as reference material for the training on peacebuilding, timely adaptation couldn't be carried out due to administrative reasons. Therefore, adaptation of guidebook was shifted to last phase of the project where the idea shifted to incorporate exemplary shows and cases produced during project delivery.

Achievements
- The Radio Guidebooks produced is first of its kind in Nepal. There aren't any theme based books in media. So the necessity for the produced Guidebooks seems to be high amongst the media personnel.
- The adapted version of the guidebooks have examples that can be related in Nepalese Context and also the lauguage used is simple and easy to understand.
- The book not only helps them to produce a radio talkshow but will also help readers to understand various concepts regarding peace building and common ground approach.
- The benefit from the guidebook would be reaped not only by the participants of the training or the partner radio stations but also by other commercial FM stations.

Issues that needs to be considered

- User friendly: The target of SFCG for its guidebook is to capture almost all of the radio stations of Nepal. This means that many people might not be aware of common ground approach towards peace building. For this the guidebook needs to be more user friendly so that people of different level of experiences can understand and relate to the concepts provided. In order to make it more user-friendly, the guidebooks can incorporate process of developing a radio

talkshow, a sample of the basic designing of a radio talk show, the process of choosing an appropriate guest, the different components a talk show can have and information pertaining to a starter. All this can be incorporated in one additional chapter.

- Examples: The book does not have any cases illustrated from its exemplary shows. This might act as a hindrance for the radio presenters to clearly understand the concepts presented. There needs to be a lot of examples highlighting different issues in Nepal which the people can easily relate to.
- Publishing: Many people, even those who sat for the adaptation seminar, seem to have forgotten about the content of the book. Had it been that the guidebook was published as soon as the training and coaching was over the effectiveness of the material would have been much higher.
- Content: The guidebook addresses the basics of conflict and the adaptation points out examples of yester years where violent conflict in Nepal was prevalent. However, the peace process dynamics are changing in Nepal and the conflict of ideology and state versus the rebels has transformed into issues arising on the process of state restructuring. Therefore, the guidebook may need to be updated as per the changing dynamics of Nepali situation.
- Usability: The biggest challenge for the guidebook is its usability. There is no culture of conducting adequate research for radio shows. The radio program producers/ presenters are people who hold several jobs. Therefore they often don't find the time for adequate research. Given this context, how frequently the guidebook will be used remains to be a big question. At the same time, for SFCG this is an external factor quite beyond their control.

3.2.2. Training and Coaching

The training which took place in two phases was well taken in by the Participants. The gap that existed in the program presenters was filled up by the training. Coaching phase was an innovate idea and very well received by the participants.

Achievements:

- The training served as a networking platform for the participants. Many participants claimed that this was a first of its kind event for them. The network between participants has spill over effects in other areas as well. The participants are still collaborating with each other in several other programs.
- The training also served as a platform for sharing experiences. Participants felt that the experience sharing between themselves was very helpful. They continue to share program ideas after the training.
- The participants of the training have been sensitized about the common ground approach and talk show hosting techniques. Many participants remembered setting up knowledge, attitude and behavior (KBA) objectives as a major learning from the training. In this sense, the training and coaching, which acted as a refresher, was able to achieve the objectives set for this activity.

> *During the Constituent Assembly elections, the networks we formed on the training helped a lot. Our FM station doesn't have reporters everywhere. However, I called up friends from different places and received election updates from their areas. That is how we could report about election results from all over the country – Bharat Panday, Vijaya FM, Narayanghat.*

- A lot of participants reported to have been more focused in their programs after the training. They were able to define the scope of their programs and learnt how to concentrate on issues set for the program. This has increased the program quality and FM stations claimed that this has also raised the popularity of both the programs and the FM stations. 90% of our respondents said that they are able to better stay focused on the subject and are able to bring back the discussion to the point even when there are difficult guests.

> *After the training, I learnt that in order to reach a win win situation I have to stay focused on the topic. There were many instances before when the discussion would drift and result in arguments on my show. But the training I think taught me on how to stay focused on my subject. Jyoti Bahadur Chhetri, Bagesori FM Nepalgunj.*

- Coaching as an activity turned out to be a strength. Due to the coaching, the participants were reminded of what they had learnt during the training. Similarly, they were able to get help to design the exemplary shows and clear out confusions that they had while implementing what they learnt at the training. 80% of our respondents claimed that coaching was a new tool and it made them feel more confident to use the tools that they had learnt.

> *After I came back from the training, I was not sure on how to use the knowledge, behavior and attitude objective setting for my program. When Dilip sir came for the coaching, he taught me how to. Because of the individual attention I got, I was able to learn more. – Bharat Pandey, Vijaya FM*

- The trainer of the first training was outstanding as per the participant's response. The way the training was delivered in a participatory style and the use of examples from around the world proved to be beneficial for them.

Issues that needs to be considered

- Second training: The second training, delivered by Mr. Raghu Mainali, was not as effective as the first one. The training created confusion among the participants as the content was conflicting with the first trainer. Participant's response and the schedule of the first training shows that the first training was sufficient for understanding and implementing the concept. Similarly, the delivery style was more effective during the first training.

> *"In the first training by Francis we were told that a Talk show can be used to promote peacebuilding initiatives. Raghu sir did not agree with this comment. Similarly, Raghu sir focused more on talking about talk shows in general and criticized the existing talk shows. But he did not explain how common ground approach can be used in talk shows. I have attended several other training given by Raghu sir but this one did not go very well. I don't feel I learnt anything new." – Rabi Nepal, Palpa*

- Selection of Participants: The selection of participants for training does not look systematic. There are no criteria set for selection of individual participants. Only geographical coverage was given importance during selection. This resulted in a diversity of participants with different level of experience and understanding. Due to this, some participants were more committed and eager to perform after the training while others took it simply as one more training added to their list. The choice of station managers for the training itself was not required. Station managers need orientation of the program rather than the training as they normally do not host shows. Similarly, it is unclear why non-performing participants were invited again for the second round of training. There are several participants who are simply attending the training but are not utilizing the knowledge. This is a waste of resources.
- Indifference during coaching: As a spillover effect of the selection process, some participants who were of station managers category were not serious during the coaching phase as well. As per the response of the coach, they were not able to produce any shows and did not show any inclination towards learning, even during coaching. At the same time, the coach mentioned that choosing people like station managers would not be a good idea as they are people with a lot of experience and knowledge and this kind of training is simply added on to their list of training. The station managers and participants that did not respond to the coaching were people who did not take this training seriously.
- Feedback mechanism: SFCG does not have its participants fill out an evaluation form at the end of the training. Only verbal feedback of the training is taken. People do not normally express the negative aspects of the training verbally. Therefore, the issues that need to be improved during training delivery have not come out.

- Training management: During the SFCG training, participants are allowed to go attend other jobs as per their wish. This beats the purpose of having a residential training. In most cases, the participants who are not very serious about learning, end up leaving the training for many sessions on personal errands. Similarly, reference materials for the training were not given during the training. Even after the training was completed, this issue was not addressed. As a result many participants have not received the reference materials as yet. Some participants also complained about not receiving their certificates as yet.

3.2.3. Exemplary Shows

With the help of the coach, participants were supposed to design exemplary talk shows for their stations. While all the participants have designed talk shows only 11 participants have actually put it on air. Only those participants who were serious enough during the training and coaching put the shows on air. Similarly, there was no monitoring and feedback from AFN or SFCG. Therefore, most of the participants simply did not respond to the additional responsibility of creating another radio show as there was no incentive system involved. There has however, been no monitoring of the exemplary shows to give the participants feedback and help them improve the shows. SFCG claims the production of 16 exemplary shows but documentation is hard to find. Given this situation, the evaluators came across shows that were produced under the UNMIN supported project and have analyzed these shows.

Achievements:

- The participants have been able to identify issues well. The shows clearly demonstrate local level issues and conflicting situations. There were three themes chosen for the production of exemplary shows under the UNMIN project – harmony, peace and security and inclusion. Out of these three themes the participants have chosen topics that are very local in nature. For e.g. the show chosen for Bheri FM based in Nepalgunj focuses on religious harmony as Nepalgunj is a community with a huge Muslim population and there have been instances of religious riots before. However, Bheri FM's exemplary show chose to bring religious leaders from different religions and asked them to talk about the commonalities between religion. Similarly, at another instance, Suklaphanta FM through its exemplary show raised the issue of displaced indigenous people who were displaced after the Government converted a forest area in the region into a conservation area.
- The participants also seem to have learnt the techniques of hosting radio talk shows. Radio talkshows before this project were not in practice. However, the exemplary shows chosen for analysis show that the participants have learnt the methods of hosting a radio talkshow. This is evident from the stimulating questions that are asked and the delivery of these questions on the talk show. Similarly, the participants seemed to have grasped on the appropriateness of guests. For example, the show conducted by Koshi FM mentioned above has talked about intra party democracy and brought together not just political leaders but also advocates to help mediate the process of establishing intra party democracy.
- Planning for the shows in terms of setting knowledge, attitude and behavior objectives has been carried out. The exemplary shows provided the participants with an opportunity to practice what they have learnt. The plans for the exemplary shows were sent to SFCG for feedback.
- Some of the exemplary shows have had good listener response according to the FM stations. FM stations claimed this on the basis of the telephone calls and the letters they received from listeners. They have been able to resolve local level conflict issues (Refer to the box presented in observations regarding Exemplary shows).

- According to the promos developed for the exemplary shows, they seem to have been promoted very well by the FM stations.

Issues that need to be considered:

- Common Ground Approach: Although good issues have been identified, the participants still haven't understood and been able to practice the common ground approach very well. This is reflected in the way they ask questions and the kind of questions that they ask. The delivery of the shows is more like any other regular talk show which has the objective of raising a particular issue only. For example, in the above mentioned show about religious harmony from Bheri FM, although the presenter asks about religion he does not enter the areas of conflict. The whole show keeps repeating the similarities of religion. Also the issue of indigenous people who are displaced has been raised by Suklaphanta FM. However, the presenter only has gone forward and put up their voices. There are no guest representatives from the Government to use the common ground approach.
- Delivery: The participants seem to have learnt the setting up of KAB objectives but look to be in confusion on how to deliver these objectives in terms of a radio show. This is visible from the drift of the discussion during the talk show to several irrelevant topics. For example, Vijaya FM conducted a show on maintaining harmony amongst diversity. The show has only one guest and the discussion during the show goes towards discussing the activities of the organization that the guest represents. The participants require a lot more feedback and practice to master this area.
- Support: Not all the participants were able to produce exemplary shows. At the same time, the UNMIN supported project had supported the production of shows for 6 episodes. While the 6 episodes have been produced, the shows have not been continued in many FM stations. Therefore, the lack of support seems to be an issue while producing a show for peace building. The community FM stations are small stations which do not have large funds. Therefore, support for shows is vital for them to continue production.
- Feedback for shows: There is no mechanism of providing feedback of the exemplary shows that the participants have produced. Therefore, even if the participants are actually making a mistake, there is no one to point that out to them. There has to be a monitoring mechanism in place to ensure quality of shows that are being produced. Also the FM stations cannot invest in large research to find out the popularity of shows. Therefore, the impact of the shows upon the listeners has not been measured by any party involved.

<div align="right">**Chapter 4**</div>

<div align="center"># Recommendations</div>

The recommendations have been made in light of the findings and evaluation presented in the above chapters. The recommendations are two fold. The first part presents recommendations for the overall project administration and the second part presents recommendations for project outcomes.

4.1 Recommendations for Project Administration

- Documentation: SFCG needs to strengthen its documentation aspect. For this our recommendation is the following:
  o Create a new portfolio for Information and Communication Officer whose major responsibility is to document the progress reports and other communication materials that come from various projects.
  o Establish a Resource Center unit in the organization that institutionalizes the process of documentation and information flow to and from the organization.
  o Ensure each contract with partner organizations is clear about the documentation process of the project implementation and specify the documentation needs in terms of content and quantity.

- Monitoring: There has been very minimal monitoring during the project which makes it a major issue that needs to be addressed:
  o Clarify a monitoring mechanism in the contract with partner organization and ensure that the specific position responsible for monitoring is mentioned in the contract.
  o Pre specify deliverables and means of verification for each project.
  o Develop the monitoring capacity of the responsible staff.

- Additional Staff: This project shows an overburden of responsibility upon one staff. In this respect if there is additional Information and Communication Officer, then a lot of this responsibility is shared. At the same time, interns can be hired to help arrange preliminary reports and logistic arrangements at a relatively low cost.

- Communication: A communication strategy needs to be developed and communicated to partner organizations. The responsibilities of the SFCG team needs to be clarified as per the position of the staff members to partner organizations such that they know whom to contact in a particular situation. A one-window policy may be effective through the Information and Communications Officer.

4.2 Recommendations for Project Outcomes

As per the three project outcomes, following are the recommendations:

i.   **Guidebooks:**

- Include CDs of exemplary shows along with the guidebook such that practical examples are available alongside the guidebook. As much as possible local content should be emphasized while using the exemplary show to be sent.
- Update the guidebook including additional examples and content to address the changes in dynamics of the Nepali peace process. The updated version could include information on handling ethnic and minority issue based conflict at the local level. Once again, examples from the local realities of Nepal would make the guidebook more relevant. The guidebooks also need to be updated to make it more user friendly for beginners.
- Guidebooks will be good reference materials after a training. Therefore, increasing the scope and scale of training would ensure more usability of the guidebook. These training could be short one day orientation programs to orient FM personnel about the guidebook and its use.

ii.   Training and Coaching:

- Orient the station managers about the program before approaching them for employee nomination. It is essential that station managers are well aware and feel involved in the process of developing peace building radio programs.
- A systematic criteria and process needs to be developed for the participant selection process. SFCG needs to invest some time in identifying the ideal kind of participants for its programs. Therefore, for the scale up of this project, it would be essential to screen participants through a process. This increases effectiveness of the program and also increases its brand value in the market.
- While choosing a trainer, care has to be taken to ensure that the trainer understands the conflict and peace building initiatives. SFCG will again have to invest some time to create this pool of trainers who have similar understanding as itself.
- An evaluation form for each training needs to be developed. This would provide SFCG with crucial feedback to enhance its performance for the next round.
- While coaching, if SFCG proposes to send trainers for field visit then it would be best to send the trainers with in house package training for each location. These could be short period of training where the earlier trained participant could act as a co facilitator to the coach to train other people at the local FM station. In this way, SFCG's reach and presence per location would increase and more people would also be trained on similar ideas.
- Each training requires adequate preparation beforehand. Reference materials need to be ready and participants have to be clearly communicated about the rules of the training which could include issues like participants mandatory attendance at all sessions of the training.

iii.   Exemplary Shows:

-   The exemplary shows clearly demonstrate lack of adequate training even now. Therefore, more investment has to be made on the radio program producers to produce quality materials that demonstrate the common ground approach.
-   Extra training on implementing the common ground approach through radio talk shows looks necessary to be able to deliver good shows.
-   Proper documentation of exemplary shows also looks necessary where the plans of the show along with the CD need to be documented. This could fall under the portfolio of 'Information and Communications officer'.
-   Exemplary shows need to be constantly monitored. Thus, the monitoring of exemplary shows needs to be specified as a responsibility of the staff member responsible for the project. The staff given this responsibility needs to have adequate experience in producing and presenting radio shows and also knowledge about the common ground approach. Given current SFCG's intensity of projects and limited human resource, the evaluators would advise hiring external consultants only for monitoring purpose.

Annnex

Annex 1: Questions for Quantitative data

1. How did you like Francis Rolt's training session?
2. If you would have to rate Mr. Rolt's traning session from 1 to 10 how much would you give?. 1 being the lowest and 10 being the highest?
3. What was lacking in the 1st training?
4. Did you start any program after the training or coaching?
5. How did you like Mr. Raghu Mainali's training session?
6. If you would have to rate Mr. Mainali's session from 1 to 10 how much would you give?. 1 being the lowest and 10 being the highest
7. What was lacking in the second training?
8. Anything that is still pending from SFCG's side?

Annex 2: Questions for qualitative data (Participants & Station Managers)

1. What is your background? What kind of program you used to work on before the training?
2. How did you know about the training?
3. Do you know why you were selected? Was there any mechanism for selection?
4. How was the first training from Francis?
5. What were the things learnt from the first training? (points)
6. How much practical and implementable were the tools and techniques taught to you during the training?
7. What happened in the coaching phase?
8. Do you think the coaching helped you? If yes, in what ways?
9. How was the second training like?
10. What were the things that you learnt from the second training?
11. Any difference in your working style before and after the training?
12. Do you have a program? Are you still continuing?
13. What sort of response do you get from your listeners?
14. How is follow-up process of SFCG?
15. Any suggestions to SFCG?

Questions for qualitative data (Participants)

1. How was your FM station approached by SFCG for this training?
2. How did you chose the participants? Was there any definite mechanism?
3. How beneficial do you think the training was for the participants?
4. Have you experienced any significant change in the presenter after the training? If yes, what kind of changes?
5. How beneficial do you think the training was for your FM station?
6. Any suggestions/comments for SFCG?

Annex 3 : Questions for Participants for Guidebook adaptation

1. What kind of role can radio as a media play in peacebuilding process in Nepal?
2. What kinds of program are most appropriate to assist the peacebuilding process in a Radio?
3. How do you assess the situation, quality of radio stations in Nepal?
4. Are there any reference materials if we want to develop programs on peacebuilding?
5. Can you mention any programs that you feel are successful in promoting peace in Nepal aired through the radio?
6. What information of the guidebook do you remember?
7. Do you think such reference material is useful?
8. In order to make this reference material useful what should it contain?
9. How many hours does a radio professional on an average invest in program production?
10. Given this context, do you think such guidebooks will be used?
11. How can we encourage radio professionals to use such guidebooks?

Annex 4: List of Participants- Started Program after Radio for Peacbuilding Training

S.No.	Name	FM Stations
1.	Suraj Paudel	Chitwan Synergy FM
2.	Ravi Nepal	Palpa FM, Srinagar
3.	Lok Safal	Koshi FM, Biratnagar
4.	Santosh Chaudhary	Bheri Fm, Nepalgunj
5.	Ganesh Acharya	FM Bheri, Surkhet
6.	Jyoti Bahadur Chettri	Bageswori FM, Nepalgunj
7.	Bharat Raj Pandey	Vijaya FM, Gaidakot
8.	Sarad Adhikari	Radio Madhya Paschim, Dang
9.	Umesh Raut	Pathibara FM
10.	Ranjit Prasain	Kanchanjunga FM, Jhapa

Please Note – This list of participants does not include participants who produced shows under the UNMIN supported project or any other projects/ training conducted by SFCG. These are the list of participants who produced a Radio talkshow based on the first training they received under this 'Radio for Peacebuilding' project.