Report on Training Needs for South Sudanese Journalists

Based on a Training Needs Assessment Workshop at AMDISS Media Development Institute, 12-13 June 2012, Juba, South Sudan.

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INDEX

OBJECTIVE AND POSSIBLE USE OF THE REPORT 3
SUMMARY AND CONCLUSIONS ON TRAINING NEEDS FOR SOUTH SUDANESE JOURNALISTS 4
A POSSIBLE WAY FORWARD 6
PARTICIPANTS OF THE WORKSHOP 7
AMDISS MEDIA DEVELOPMENT INSTITUTE (MDI) HISTORY PRIOR TO THE WORKSHOP 10
OPENING DISCUSSION OF THE WORKSHOP 11
SUMMARY OF OPENING STATEMENTS 13
TOTAL OF 33 POSSIBLE AREAS FOR TRAINING DEFINED 15
TEN PRIORITIZED AREAS FOR JOURNALIST TRAINING 16
DETAILED ANALYSIS OF TRAINING NEEDS 17
ANNEX 1: PROGRAMME 21
ANNEX 2: SPECIFICATION OF SUGGESTED TRAININGS UNDER EACH HEADLINE 22
ANNEX 3: FEATURES OF GOOD AND BAD TRAINERS 24
ANNEX 4: SEVEN REASONS WHY TRAINING OFTEN FAILS. 26
ANNEX 5: SEVEN INTERNATIONAL TRENDS IN MID-CAREER MEDIA TRAINING 29

Objective and possible use of the report

Primary objective

The report defines the long term training needs within the South Sudanese media sector. The primary objective of the report is to provide a basis for AMDISS future mid-career-trainings and curriculum for basic journalism trainings.

The report is based on the principle of local ownership, presenting the views of a representative selection of South Sudanese journalists, editors and media managers from all over the country. The document is based primarily on findings from a "Training Needs Assessment Workshop" at AMDISS Media Development Institute in Juba, June 12-13, 2012. The workshop and report is financed by NPA, commissioned by IMS and facilitated by Johan Romare and Lars Tallert, Fojo Media Institute.

Useful for other purposes

As this report presents unique viewpoints on training needs by South Sudanese media practitioners, it can also be useful for other actors with interest in the media sector in South Sudan, such as donors, implementing organisations and individual trainers.

Summary and conclusions on training needs for South Sudanese journalists

During a two days workshop at AMDISS Media Development Institute (MDI), 31 journalists, editors and managers from 21 South Sudanese media houses and media organisations from seven States met to define the long term training needs within the South Sudanese media sector. The Fojo training needs assessment method used at the workshop is based on local ownership, providing the South Sudanese media with a possibility to formulate their proper needs in depth, regardless of the agendas and priorities of donors and other national and international actors.

Despite that the nation of South Sudan has existed for only one year, there is already a fatigue among South Sudanese journalists towards what they call “brief case trainings” – international trainers that fly in, produce a two-day workshop, and fly out. This has so far been standard procedure, providing a multitude of short, similar trainings with no progression in time.

The South Sudanese journalists argue that the best way to build a sustainable and professional media sector is by providing coordinated, long-term training opportunities, based on their own needs and with the objective of building professional national capacity – not only for journalists, editors and media managers, but also for trainers and teachers.

The participants identified the following training needs as prioritized for future – in the following order:

1. Investigative reporting
2. Writing skills
3. Basic journalistic skills
4. Media management
5. Newspaper design
6. Conflict sensitive reporting
7. Radio editing
8. TV editing
9. Media ethics
10. Video filming

Based on these headlines/clusters, the South Sudanese media practitioners formulated detailed proposals, including problem analysis, objectives, contents, length, for whom and by whom. The following seven conclusions can be derived as a direct result of the workshop:

1. The general conclusion is that South Sudanese media practitioners themselves prioritize long-term basic journalistic professional capacity building rather than short-term subject specific trainings.

2. There is primarily a need for training in journalistic skills, such as video editing, media management and newspaper design, rather than subject oriented skills, such as health reporting, child reporting, gender balanced reporting. South Sudanese journalists consider investigative reporting, writing skills, basic journalistic skills, media management and newspaper design as the most important training topics..
3. There is no other institution offering long-term capacity building. The Juba University, that previously ran a programme of journalism, is closed since 2010. There are presently no indications that the University will be able to set up a new programme for journalism even within a distant future.
4. There is a need for longer trainings and educations. When South Sudanese media practitioners formulated their training needs, many suggested training modules for one to three months – or even a year. This would be seen as a normal need in any developed country – in a country where most journalists lack even basic skills, it is not realistic to believe that one or two-days workshops provided by international consultants with limited knowledge on the South Sudanese context, would make much difference.
5. There is a need for a series of training modules in basic journalistic skills. Each module should be part of a progressive process, making it possible for the South Sudanese media practitioners to gradually build capacity with a long-term vision.
6. South Sudanese journalists have a good understanding of the vast diversity that media trainings can offer, as well as the different competences and set of skills that need to be developed. The participants of the workshop defined 81 specific training needs, gathering them into 33 different clusters.
7. Media convergence, on-line reporting and social media have not yet reached South Sudan to any extent. Even if the South Sudanese themselves have not identified training needs within these realms, it is recommended that these issues are taken into account when planning future media trainings – South Sudan will hardly be an exception of the universal trend towards media convergence.

A possible way forward

AMDISS can offer a series of training modules during one year in journalistic skills as defined at the workshop. Considering future development, trainings in media convergence, on-line reporting and social media should also be included.

The training modules should be offered in progression, allowing the media practitioners to attend all trainings or select only certain modules. The media practitioners that attend all modules will be awarded a diploma, while others will receive certificates. A relation with an established University should be set up to give the diplomas and certificates academic value.

Apart from this long-term process, AMDISS can also offer short-term trainings proposed by different donors and other actors.

Participants of the workshop

The participants at the workshop were selected by AMDISS because they were identified as key persons able to give input on training needs at different levels. They represent 20 South Sudanese media houses and media organisations from seven States of the Republic's 10 States; women and men; young and old; editors, journalists and managers; radio, TV, print, on-line media and media interest organisations.

State	Media Institution	Name	Position
WBGS - WAU	SCRN - VOICE OF HOPE	SERGIOUS PONS UKOLA	CHIEF NEWS EDITOR
WBGS - WAU	GURTONG	JAMES DENG DIMO	CORRESPONDENT
UNS - MALAKAL	SCRN- SAUT AL-MAHABBA	JOHN AMUM KAK	CHIEF NEWS EDITOR
UNS – LEER	INTERNEWS	JAMES KEER NOON	STATION EDITOR
EES - MAGWI	AMWISS – FREEDOM FM	OCHAYA PAUL AD	ASSIST. STATION MANAGER
EES - MAGWI	AMWISS – FREEDOM FM	VERONICA LUCY GORDON	CHAIRPERSON STATION MANAGER
JUBA	AMWISS	INA PETER MAYA	SUPPORT STAFF
JUBA	CDA	DUBUOL RUON	REPORTER
CES – YEI	SPIRIT FM THE NEW NATION	AGELE BENSON AMOS	SENIOR REPORTER
JUBA	UJOSS	OLIVER MODI	CHAIRPERSON
EES – TORIT	NEW NATION	GAMA HASSAN OSCAS	CORRESPONDENT
JUBA	GURTONG	AMOS LIKOSANG	MANAGER
JUBA	SRS	VICTOR LUGALA	DEPUTY CHIEF OF PARTY
JUBA	AMDISS GURTONG	JACOB J. AKOL	CHAIRPERSON EDITOR IN CHIEF, FOUNDER
JUBA	THE JUBA POST	ANNET YOBU	MANAGING EDITOR
JUBA	THE DAILY MENTOR	DIKO ANNET ELIZEO	REPORTER
JUBA	NEW TIMES	BADRU MULUMBA	MANAGING EDITOR
JUBA	SRS BOC	NICHOLA MANDIL	JOURNALIST/REPORTER

JUBA	CDA	STEPHEN TUT	DIRECTOR
JUBA	STAR NEW TIMES	JOESPH EDWARDJUB	CORRESPONDENT
JUBA	INDEPENDENCE	PHILIP AGUER AKECH	REPORTER
JUBA	SOUTH SUDAN POST	JOHN MAKUR MADING	REPORTER
JUBA	THE PIONEER	PROF.PATRICK OTSUDI	ASSOCIATE EDITOR
JUBA	AMDISS/SOUTH SUDAN REVIEW WEBSITE	HAKIM DARIO N'MOI	EDITOR, FOUNDER
JUBA	THE PIONEER	DENG MACHOL MONYRACH	REPORTER
JUBA	SSTV	ELIZEO DUKU VICTOR	NEWS EDITOR
JUBA	SSTV	COSMOS GEORGE	NEWS EDITOR
JUBA	SCRN	SR. PAOLA MOGGI	COORDINATOR
JUBA	AMDISS	MICHAEL DUKE	CENTRE MANAGER
JUBA	AMDISS	FONI CHRISTINE	MEDIA DEVELOPMENT OFFICER

AMDISS Media Development Institute (MDI) history prior to the workshop

The Association for Media Development in South Sudan (AMDISS) was formed in 2003 by editors and owners of the leading media outlets in South Sudan to help address the news and information void in the country and the lack of capacity by local journalists to report on the issues of human rights, good governance, freedom of expression and democracy.

A poor understanding of the role and responsibilities of the media by those soon to be in government in South Sudan was also an issue AMDISS was determined to address and this still remains as one of the priorities.

AMDISS also offer training and mentoring to improve the skills of local journalists; help to develop policy framework and media laws; and run the Media Development Institute (MDI) in South Sudan's capital Juba.

The AMDISS Media Development Institute (MDI) was intended by its founders to be a journalism school offering a variety of long-term courses and granting degrees. The idea for the MDI was born out of dissatisfaction with the short courses being offered by local and international media development organisations which were thought to be ineffective in addressing the many needs of local journalists – almost all of whom lacked even the most basic of journalism skills. There was also concern at the considerable duplication in the types of short-term training being offered – a huge waste of resources – with some courses poorly thought out and a lack of any coordination between the numerous implementers. The result has been that the skill levels of South Sudanese journalists are still extremely poor. Long term training through a permanent institution recognised by the country's Ministry of Education – the MDI – was seen as a solution.

The Media Development Institute (formerly known as the Juba Media Academy) has been handed over to the Association for Media Development in South Sudan (AMDISS) for approximately two years – the time remaining on the project it is currently conducting with Norwegian People's Aid and International Media Support. The handover of the MDI will become permanent if AMDISS can prove itself during this period. This presents a unique opportunity for AMDISS to make a significant contribution to media development in South Sudan, to influence journalism education throughout the country and in the wider region and to help itself become sustainable.

Opening discussion of the workshop

In South Sudan, like in many other countries that are building up democratic institutions, professional journalism is key. Because of this fact, international donors often identify supporting media as a vital tool to build democracy in fragile, post-conflict or authoritarian states.

When implemented, the practical consequence of this concern from the donors is often manifested as short-term workshops, conducted by international trainers. The quality of each training session is most of the time good. However, when analysing the process over the time, it is quite clear that the decision made on what training will be offered, who will be trained and how long will these training need to be, are taken by the international community.

The result is most of the time a great number of individual “brief case trainings”, also called “parachute trainings”. International consultants fly in, conduct a workshop and fly out.

The trainings are often decided based on the needs of the donors and focused on specific issues rather than developing professional journalistic skills: health reporting, gender sensitive reporting, reporting on human rights, HIV/aids reporting, conflict sensitive reporting etc. A major problem with these trainings, apart from not being respectful to local ownership, is that journalists often lack basic skills. If we compare with the health sector, it would be like offering a course in “ethics in heart transplantation” to doctors that lack basic knowledge of surgery.

The intention of this workshop is to change this pattern and use South Sudanese local ownership as a point of departure. The simple assumption is that the media practitioners in South Sudan knows their own needs better than donors. The whole idea is to change the trainings of South Sudanese journalists being driven by the interests of the international community to trainings driven by the needs of the media of Sudan, implemented by a Media Training Institution in South Sudan – the AMDISS Media Development Institute.

However, to make a profound analysis of the needs it is not enough to make a written questionnaire – which tends to be the normal case. These questionnaires normally end up in broad headlines that can be anticipated beforehand: media management, investigative reporting, video editing, business reporting and gender sensitive reporting. A list is produced, evaluated and agreed upon.

The problem is that these kinds of headings are too general to be valid. If the training had been about health, it would be like agreeing on conducting training in surgery, anaesthesia, internal medicine and virus generated diseases.

Media management, for instance, can mean a lot – from making a business plan to handling drunken photographers, from reading a balance sheet to marketing activities. So what do we mean when we say media management?

AMDISS has the ambition to start this training initiative, ensuring local ownership, taking the initiative, and deciding their proper needs – in depth: Defining the needs. Defining why there is such a need. Specify in detail how this need can be satisfied, how it can be delivered, what length, for whom by whom.

Another point of the departure for the workshop is that training of journalists is not an event. Training is a process – and it takes time. Training must form part of a long-term process and not be given ad hoc on a short-term basis.

Summary of Opening Statements

Jakob Akol, Chairperson of AMDISS Executive Committee
Hakim Moi, Member of the Supreme Board of Directors

"It is easy to become a journalist, anybody can become a journalist, but there is a lot more to learn that just writing an article. Our main belief is that we want a democratic society. For this to come true we need free and professional media. Therefore, AMDISS wants to facilitate the development of independent free media, acting as watchdogs for the public. And we cannot reach this goal without a proper institution to train professional media practitioners.

AMDISS was founded ten years ago. One of the objectives was to come to where we are today. This is a take off situation for us. For the last seven years we have had all sorts of trainings, what we call brief case media trainings that is one day and two day trainings. Some of us have attended these trainings – and the idea was to come to a formal training of journalists. We now have these facilities formal school and we hope we will have financial backing to build an institution.

How do we start? First, we need to find out what are the needs of journalists of South Sudan. Do we know media management? Can we use media as business? Obviously, we have forgotten what we have been taught during these one or two day trainings. But if we had our own institution we could train journalists, editors, and managers continuously to keep a high professional level. We could start with three months trainings, then in a couple of years we can develop a one-year course. We can work with Fojo or with the university – or both. Maybe we can award our own certificates from this building? The long view is to have this kind of an institution!"

Veronica Lucy, Association for Media Women in South Sudan (AMWISS)

"In 2006, five female journalists established the Association for Media Women in South Sudan (AMWISS). The main objective was to balance reporting on women and children – issues that threatened to be marginalized in the post war Southern Sudan. Exposing abuse of authority and corruption are also on the AMWISS agenda.

AMWISS also strives to increase and empower the amount of professional female journalists in print and radio. But it is not only a question of voicing women in media. It is also about empowering women as radio listeners – this is traditionally the role of men. Women have been shy of media. Now we need to draw them closer to what is happening in politics and economics, to push them into decision-making.

AMWISS has also started the Community FM radio station "Voice of Freedom" in 2012, with financing from ACORD. The radio station covers the whole of Magwi County, parts of Torit the capital of Eastern Equatoria State and the towns of Pader, Moyo and Adjumani in Northern Uganda. AMWISS trains the journalists working on the radio in basics in journalism such as usage of editing software, news reporting and editing, ethical considerations in journalism, radio talk shows, magazines, and finance management skills.

Generally, the situation is improving. There are now several professional female journalists and editors in South Sudan, setting an example for others to follow. The lack of in-depth training possibilities is however hindering this positive development.

Oliver Modi, Chairperson, Union of Journalists of South Sudan (UJOSS)

"The Union of Journalists of South Sudan was established in 2004 by local journalists. Currently, UJOSS has 130 members from all ten States of the Republic of South Sudan.

UJOSS lobbies and advocates, not only about income, but also for security – conducting a dialogue between the Ministry of Information Security, journalists, AMDISS and international partners. UJOSS monitor media in all ten States and highlights whenever there is a local violation of laws, particularly by the police. Looking at the present media situation today, thing have improved, compared to before the peace. But there is still much to be done. The absence of proper media laws has affected media negatively – it is a highly prioritized issue. Access to information remains difficult for journalists – this is another burning issue. And lastly, the fact that there is no formal training of journalists, is hampering professionalism severely. If all of us can come together and talk as one voice and demand this, then we stand strong. We are heading towards free media in South Sudan, but in order to reach there, we need to have effective, formal, long-term training. We hope that one day soon, this will be offered at AMDISS Media Development Institute."

Total of 33 possible areas for training defined

All in all, the participants defined 81 different trainings needed (See Annex 2). These were arranged under 33 clusters/headlines. The diversity of complexity of media training is often underestimated by donors and implementing organisations that lack journalistic experience. According to the South Sudanese journalists themselves, the general level of journalistic professionalism is low. Yet, it was no problem defining these 33 diverse clusters that cover a whole range of different aspects of media training. The clusters defined are:

On-line reporting

Covering politics

Sports reporting

Weather reporting

Archive management

Understanding statistics

Documentary production

Reporting on human rights

Telling a story for the radio

Media convergence (multi-media platform)

Health reporting

Newspaper Design

Election Reporting

Gender sensitive reporting

Reporting on legal issues

Video filming

Presentation technique TV and radio

Basic journalistic skills

Media ethics

Conflict sensitive reporting

Business reporting

Marketing

Newspaper design

Election reporting

Gender sensitive reporting

Print editing

Radio editing

TV editing

Producing TV-news

News evaluation

Writing skills

Media management

Investigative reporting

Still photography

Ten prioritized areas for journalist training

From these 33 clusters, the participants identified 10 areas as prioritized for future AMDISS-trainings and educations. Each participant casted three votes. The priorities were listed. The listing clearly communicates that the South Sudanese journalists themselves favour training on issues related to journalistic professionalism. Of the nine areas prioritized, only one (conflict sensitive reporting) is subject specific, while the others concern basic and advanced journalistic skills.

Investigative reporting	11 votes	Conflict sensitive reporting	3 votes
Writing skills	9 votes	Radio editing	3 votes
Basic journalistic skills	6 votes	TV editing	3 votes
Media management	6 votes	Media ethics	3 votes
Newspaper design	6 votes	Video filming	3 votes

Detailed analysis of training needs

Based on the ten prioritized training clusters/headlines agreed upon, the participants defined in detail how these trainings could be organized. The detailed training needs analysis was based on the following questions.

1. Why training is needed on this matter, given the South Sudanese context?
2. What is the objective of the training?
3. What is the main content of the training?
4. Who should be trained?
5. Where should the training take place?
6. When will it take place?
7. How will it be done?
8. Who should conduct the training?

The result should not be seen as elaborated proposals, but rather indications of how South Sudanese journalists interpret different training concepts. This is one way of developing the shallow lists that often results from more superficial training needs analysis methods. With a deeper understanding of the South Sudanese interpretation of the different training concepts it is much easier to formulate mid-career trainings and curriculums that really answer to the needs of the South Sudanese journalists.

Video Filming

Analysis: Low quality due to wrong camera setting and movement, wrong filters, wrong formats, wrong audio level, bad focus (not stable), bad formation of photos, no use of tripod, no white balancing.

Objective: After the course the participant will master the contents below.

Content: Camera setting and movement, using filters, standardising formats, audio, focus, formation of photos, use of tripod, white balancing.

Participants: Journalists with 1-3 years working experience. Journalists with professional knowledge of filming.

Venue: In-house. Staff should be trained on the cameras they use.

Time: 3-6 months

Trainer: International trainer with 7 years experience of filming and 5 years as trainer.

Media Management

Analysis: Good management is crucial for media development in South Sudan

Objective: After the course the participant will be able to manage personal, finances, sales and marketing.

Content: General management, Management of staff, Financial management, Sales and marketing skills, I.S.P.P

Participants: Managers, Editors, Journalists

Venue: In-house

Time: ?

Trainer: International or regional with media management skills

TV Editing

Analysis: Editing is still not professional. If editing is not good, the viewers will not watch the TV-program – regardless of how interesting the topic might be.

Objective: After the course the participant will be able to edit video on a professional level, using standard software.

Content: Three stages; basic, medium and advanced

Participants: Video editors

Venue: In-house

Time: Basic 1 month, medium and advanced 2 weeks

Trainer: South Sudanese for basic level, regional or international for medium and advanced level. All trainers should have at least 5 years experience of video editing and have an understanding of relevant software.

Basic Journalistic Skills

Analysis: Many media houses lack of basic journalistic skills. Junior journalists need to be more professional, to raise journalism.

Objective: After the course the participant will have basic journalistic skills to report in TV, radio or print media.

Content: Interview technique, balanced reporting, research and analysis, writing a feature story, presenting news, etc.

Participants: Focusing on junior journalists.

Venue: AMDISS MDI

Time: One months training.

Trainer: An international trainer should have the main responsibility.

Radio Editing

Analysis: Journalists in the media houses lack skills in editing radio news, mainly due to limited training on computers and lack of translation skills. This leads to bad editing and slow news.

Objectives: After the course the participant will have necessary computer skills to do professional editing, gathering news, translation skills and good time planning.

Content: News collection/reporting, Word, voice soft wares, editing skills/processing,

team management, time planning, how to make reporters write short articles.
Participants: Reporters, editors, producers
Venue: In-house and workshops at AMDISS MDI
Time: Mid-career, one to three weeks trainings.
Trainers: South Sudanese, regional and international trainers with ten years experience of radio journalism.

Newspaper Design

Analysis: Bad design
Objective: After the course the participant will have skills to design newspapers according to international standards
Content: Not detailed.
Participants: Designers and editors
Venue: In-house
Time: Three sessions for two-weeks during one year.
Trainer: South Sudanese and international trainers. Experienced in design and 8 years of training experience.

Investigative Reporting

Analysis: Journalists in South Sudan tend to produce less credible reports because they lack investigation techniques.
Objectives: After the course the participant will have skills to investigate corruption, oil issues, small arms circulations and crimes and protection of sources
Content: Research, interview techniques, writing skills, making a statistical analysis, protecting sources.
Participants: Journalists. Admission should be based on practical tests.
Venue: AMDISS MDI
Time: Four months training.
Trainer: South Sudanese, regional and international experienced and committed trainers. Jointly, they should have knowledge of the Sudanese context, countries with a similar situation and skills in investigation the issues mentioned above.

Writing Skills

Analysis: Lack of skills as a result of no institutions for journalism and the absence of a reading culture.
Objectives: After the course the participant will be able to write and report objectively, using a proper language, adapted to the audience.
Content: Grammar, syntax, dictation, language skills, script writing, formulating captive headlines, script editing, writing for radio TV and print, management

training in improving writing skills among staff

Participants: Reporters, editors and managers.

Venue: AMDISS MDI plus selected locations in the other regions.

Time: 2-3 months

Trainer: South Sudanese and international experienced trainers.

Media Ethics

Analysis: Much of the reporting in South Sudan is biased and unbalanced, privacy is not respected and bribes are taken, journalists are not capable of defending themselves when they have revealed inconvenient truths.

Objectives: After the training the participant will be able to practice responsible and ethical journalism, promote truthful journalism and be able to defend themselves, even in court.

Content: International and national media history, media law, social law, social ethics, criminal law, Article 19, Constitution of South Sudan, ADMISS Code of Ethics.

Participants: All media practitioners

Venue: AMDISS MDI

Time: 3 months

Trainer: South Sudanese and regional trainers with a practical background in media, at least 5 years experience.

Conflict Sensitive Journalism

Analysis: South Sudanese journalists have been undergoing a lot of harassment during and after the war – many times because of lack of skills of covering stories in conflict areas.

Objective: After the training the participant will be able to report professionally about conflicts, have skills on conflict resolution and knowledge to protect himself/herself of harm and harassment.

Content: Safety, conflict resolution, risk management, conflict transformation, conflict profile, relationship between journalists and security forces and authorities.

Participants: Reporters

Venue: AMDISS MDI

Time: One week a month during six months.

Trainer: Regional or international with experience in conflict sensitive reporting in sub-Saharan Africa. Professional trainer with good personal qualities.

Annex 1:

Programme

Tuesday 12 June

09.00-09.30	Welcome. Representatives from AMDISS, NPA and Fojo Media Institute
09.30-09.45	All participants introduce themselves
09.45-10.30	Objectives of the workshop. Where are we heading? Challenges and possibilities for mid-career journalism training in South Sudan. AMDISS, UJOSS and AMWISS
10.30-11.00	Coffee and tea
11.00-12.00	Why training? Sharing experiences/ideas on training
12.30-13.00	Why training often fails. Johan Romare, Fojo
13.00-14.00	Lunch
14.00-15.00	Participants identifying contemporary and future training needs in South Sudan
15.00-15.15	Break for coffee and tea
15.15-16.45	(Continuation)
16.45-17.00	Summary of the first day's work

Wednesday 13 June

09.00-09.15	Good morning, Juba
09.15-10.00	Summary of yesterday's discussions
10.00-10.30	The participants define good and bad training methodologies
10.30-11.00	Break for coffee and tea
12.00-12.30	Trends in mid-career training
11.00-13.00	Training needs in detail. How, where and who? How do we match needs and methodology? Who should do the training? When? Where? Detailed
13.00-14.00	Lunch
14.00-16.00	(Continuation.) Summing up and agreement on a road map

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Annex 2:

Specification of suggested trainings under each headline

Under the 33 clusters of areas for possible media training, 81 training needs were identified. The list clearly show the diversity and complexity of media training, as well as the South Sudanese journalists detailed knowledge on the kind of their own capacity building needs

Business reporting

Financial reporting

Economy reporting

Marketing

Commercial advertising

Media marketing

Graphic design print

Newspaper design

Graphic designing

Magazine design

Election reporting

Reporting on elections

Gender sensitive reporting

Gender sensitive reporting

Print editing

Editing texts

Proof reading

Radio editing

News editing

Editing radio scripts

TV editing

Digital editing

Video editing

Producing TV-news

TV-news production

News evaluation

News analysis

News reporting/analysis

Analytical journalism

Writing skills

Journalistic writing

English in journalism

English grammar

English language

Script editing

Script writing for TV

Media management

Managing a media house

TV-management

Editorial management

Management of radio

Management systems

Accounting

Media ethics

Ethics in journalism

Gender sensitive reporting

Gender sensitive reporting

Reporting on legal issues

Reporting court cases

Crime investigation training

Legal training

Reporting court cases

Video filming

Camera filming

Video camera training

Video coverage

Presentation technique TV/radio

TV/radio presentation skills

Basic journalistic skills

Basics of journalism

Interview skills

Balancing a story

Radio program contents

Getting accurate information

Radio/TV broadcasting basics

Research and analysis

Writing a feature story

Organising the reporting

Role of media in a democracy

Doing stories for different target groups

Basics of radio journalism

Archive management

Archive management

Understanding statistics

Reporting on statistics

Public opinion polling

Documentary production

Documentaries

Reporting on human rights

Human rights reporting

Photography

Conflict sensitive reporting

Hostile environment journalism

Conflict sensitive reporting

Investigative reporting

Investigative journalism

Investigation of different fields

Investigative training

Still photography

Photojournalism

Photography

Photo editing

On-line reporting

On-line reporting

Covering politics

Political reporting

Sports reporting

Sports reporting

Weather reporting

Weather reporting

Telling a story for the radio

Radio reporter training

Media convergence

Producing material for on-line,

TV and radio

Health reporting

Health reporting

Annex 3:

Features of good and bad trainers

The participants defined what features good trainers should holds – and what is not wanted from a trainer. This list is useful for any media trainer that works in South Sudan.

Good trainer	Bad trainer
Humble	Impolite
Tolerant	Not managing time
Has visions	Does not understand his/her students
A successful retiree	Too much pride
Qualified trainer	Uses punishment
Experienced in practical journalism	Insult and overlook trainees
Training based on experience	Self centred
Elaborated trainings	Drunk during lectures
Committed	Selfish
Kind	Too demanding
Just	Not friendly
Advanced in educating	Not letting anybody else talk
Practical	Not specific
Providing good and proper explanations	Beating trainees
Social	Unprofessional
Listening	Lacking logic
Approachable	Lazy
Responsible	Do not consider interests of trainees
Organized	Dull
Patient	Out of point
Professional	Arrogant
Encouraging	Not encouraging the weak and shy
Healthy	Want favours
Ability to deliver information	Lacking respect for trainees
Guided by the interests of the trainees	Bad listener
Does not segregate the trainees	Aggressive
Faithful	Not objective
Well prepared	No plan for the lesson
Being a good example as a person	Does not involve trainees
Cooperative	Dictates
Gives advice	Decision maker
Knowledgeable	Not understanding
Good time management	Barks
Does not favour any trainees	No proper explanations

Good trainer	Bad trainer
Punctual	Does not like to be questioned
Gives constructive criticism	No practical experience
Challenging	Not well informed
Specific and logical	Forgetful
Shares views with trainees	Rude
Sharing	Unknowledgeable
Clear	Too much theory and no practice
Knows the local journalism environment	Absolute – as an attitude
Understanding	Boring
Uses understandable words	Too fast
Decisive	Segregates trainees
Eloquent speaker	Abusive
Considers different opinions	Bad pronunciation
Professor of career	Inattentive
Smart	Unbalanced
God fearing and God loving	Biased
Compassionate	Immoral
Polite	Ignorant
Precise	Discouraging trainees
Not jealous	Too strict
Ethical	Unkind
Creative	Too emotional
Speaks loud and clear	Harsh
Simple	Not cooperating with trainees
Emotional in a good way	One sided
Transparent about facts	Insulting
Honest	Unapproachable
Good communication skills	

Annex 4:

Seven reasons why training often fails.

Summary of a briefing by Johan Romare, Fojo Media Institute

Reason No. 1: No problem analysis.

For instance, why is there not so much investigative journalism in South Sudan today? The first idea that comes to mind may be that the answer to this question is organising training in investigative reporting. But there are many other possible explanations that need to be scrutinized.

Is there a lack of investigative journalism because there is no proper media bill? Is it because there are not enough financial resources at the media houses? If you make the wrong analysis, trainers may provide the wrong tool. If the problem has the shape of a screw, a hammer is of little help!

Reason No. 2: No training objectives set up

This is a common scene: We invite people, put them in a nice hotel, employ a trainer, order dinner and communicate that "we arrange a training on health reporting". But what is the expected result? We need to know where we are going in order to be effective. A news manager wants to know what his/her employee will actually learn in order to be able to make use of the skills acquired. The training must be a solution of a problem that is identified. If there is a clear objective – like "by the end of this course, the participants will be able to identify, shoot and edit a one and a half minute story using the avid-format." – then it is possible to use these skills in the day-to-day work.

Reason No. 3: Unrealistic expectations

Many times media practitioners, especially media managers, have very high expectations what training can do. Some managers believe that if they – to a one week training – send an employee with no former journalistic training, with no advanced knowledge of journalism and no university education – this participant will come back as a senior reporter performing advanced journalism, advanced editing and engaging in advanced investigative reporting. Training of journalists is not an event, it is a process and it takes time. And journalism is not one subject – it is a multitude of different skills that makes up a professional media house.

Reason No. 4: Not anchored in the newsroom

It is quite common that there is a lot of training going on, but the trainings are not really discussed in the newsroom – nor before or after. Such basic issues as "what trainings do we need", "what is weak in our product" and "who should go" are not discussed. Instead, someone might go to a training called "Learning to use Facebook" – but what is the use if the media has no Facebook site and not even a plan to set up one?

Reason No. 5: Resistance from the newsroom

There is a common belief that someone coming back from a training will immediately use the newly required knowledge and improve the quality of the product. But many times, the reaction from the newsroom is like this: "This guy thinks he is a big shot. Maybe what he learnt at that fancy training will work in Sweden, but it will not work in South Sudan." Instead of becoming an asset, the trainee has become a threat. Maybe he will take someone's job? As a result, the trainees is demoralized. The reason for this resistance is often based on that the training was never anchored in the newsroom and no plan was made prior to the training on how to make use of the skills developed.

Reason No. 6: The wrong persons go for the training

The general rule can be formulated like this: "The better the package is for the training, the higher up in hierarchy will make use of the training opportunity" If a training for junior journalists is set in Europe for journalists, you might end up with trainees that are too senior.

The other way around, when you arrange a workshop for editors in a local setup, many junior reporters will attend. The may well be a mix of junior journalists and senior editors, making efficient training very hard. Another frequent scenario is that media owners don't have professional knowledge and therefore may send the wrong people for the training

Reason No. 7: Trained people tend to move on

Journalists are attractive to international NGOs, UN-agencies and embassies. The better trained, the more attractive. From a journalist's perspective, it is tempting to accept an offer from an international NGO or UN-agency, that offers five times as much as any media house.

The media manager that invests in capacitation of staff expects improvement of the product as a result. If the opposite turns out to be the normal case, it may even be a reason for not sending staff to trainings.

Training alone cannot solve all problems in the media sector. So be careful if an analysis says "low quality of journalism because of insufficient training." The only solution may not only be that training is needed, but it may be equally important to assure that there is room for a raise of salaries for the best journalists. In order to raise salaries, the media managers must be better in business management – and to do this, there must be an environment that makes it possible to do good, honest business.

Annex 5:

Seven international trends in mid-career media training

Summary of a briefing by Johan Romare, Fojo Media Institute.

Trend 1: Towards more in-house training

Mid-career training is going in-house. In-house training makes it possible to work with several categories of staff at the same time. For instance, if the training is about ethics and it is known that the editor encourages envelope journalism, it is much easier to discuss and change this actual ethical problem, instead of just visualising an ideal situation.

Trend 2: Towards more mentoring/coaching

Mentoring/coaching is an approach different from lecturing and traditional workshops. The point of departure is developing each participant's capacity, instead of just providing "quick fixes and blue print solutions". Coaching is based on a long-term process to develop capacity, while a traditional workshop most of the times is a one-time event.

Trend 3: Towards more media convergence

This is presently the strongest trend in mid-career media training – a trend that has drastically changed the demands for mid-career training. Media convergence can be described as various different types of media merging into a single communication system, performing similar tasks. This means that concepts such as computers, television, radio and newspapers are about to become obsolete. The improvements in mobile technology has also allowed mobile devices – such as smart phones – to become part of the convergence, as well bringing the operators of mobile networks into the media arena. This means that journalists need to adapt to a new reality, acting on multimedia platforms rather than on a single media approach.

Another consequence is that the traditional idea of the mainstream media being the prime source of information to the public is no longer valid. The Arabic spring became the symbol of this trend. Media activists used Facebook, YouTube, twitter and blogging and became the most important sources of information. Nowadays, even the New York Times uses linkages to twitter and YouTube or refers to Facebook discussions as sources of information. Most of the social media activists are not professional journalists; they belong to what has been named citizen journalism – another consequence of media convergence. In South Sudan, this trend has not yet struck the media landscape, as there is little Internet penetration and the mobile networks are slow and not developed.

Trend 4: Training of the entire newsroom team

In these type of trainings, management, news desk staff and reporters from one media house are brought together in one training session. This is different way of looking at training, focusing on how to make the organisation run smoother. It has also been proven that the impact of such trainings many times are better than individual trainings, as all members of the newsroom are aware of what has been taught at the training and how to make full use of the newly acquired skills.

Trend 5: From event oriented training to process and results oriented

Training is a process. It is not an event. And learning takes time. It is not possible to learn very much in a few days. Training must be planned and developed over time.

One parallel trend, based on the same point of view, trainings are more results oriented. After having spent lots of resources are going briefcase training by international donors, both donors and media managers began asking themselves why the results were so bad. A process and results oriented long-term approach is required – and in some instances applied.

Trend 6: Focus on business models and media management

While traditional training often has focused on individual media practitioner, focus is now more set on how to develop professional media management and sustainable business models. Without a good and sustainable business model, providing a basis for the survival of the media house, there is little impact training journalists in investigative reporting or other special skills.

Trend 7: Building training capacity in the partner country

Training of trainers is not a new trend, but the idea has lately been put in a sustainability context. The idea is to shift from “briefcase trainers” to building knowledge in the partner countries, focusing on the capacity of national trainers to train others, thus providing sustainable results. Old trainings programmes were many times built on international trainers flying in, at staying at five star hotel doing a three days workshop – with free food, per diem, umbrella, T-shirt and cap included for participants – and then flying back. Building long-term national capacity requires a totally different approach.