**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS
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## EVALUATION REPORT

**TRANSTEC
PROJECT
MANAGEMENT**

**Project RAF-08-218: Strengthening Civil Society and Developing Independent
Media in Africa**

**Date: 26 March 2013**

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# I. Executive Summary

### (i) Project Data

This report is the evaluation of the project "Strengthening civil society and developing independent media in Africa" implemented from December 2009 to May 2012 by the International Network of Street Papers Foundation (INSP), with partners in six African countries (Burundi, Kenya, Malawi, Nigeria, South Africa and Zambia). The UNDEF grant amount was US$350,000, with USD 25,000 retained by UNDEF for monitoring and evaluation purposes. The project aimed at addressing "the issues of media conglomeration, censorship, poverty, unemployment and a lack of representation [of] marginalized groups in society" by supporting the development (and, in the case of Nigeria, the establishment) of street newspapers in six African countries.

The project was built around five key objectives; it aimed at supporting six existing street papers as well as establishing the Lagos one. In essence, the project had the following strands of activities:

- Sharing of stories among the participating papers, through a regional coordination unit in Zambia;
- Training for vendors and journalists, through a regional training coordinator and with support from outside journalists;
- Feasibility study and establishment of the Lagos paper;
- Advocacy to the broader public through the regional news service.

### (ii) Evaluation Findings

The project was **relevant** in that it appropriately identified two key needs: those of poor people who could benefit from a scheme whereby they could earn a livelihood, and the broader social need for independent information on social issues. INSP – the umbrella group managing the coordination among papers – was in a position effectively to support the project by obtaining funding and by taking on project coordination and supervision tasks. These factors ensured the overall relevance of the project and alone justified funding by UNDEF. Indeed, its achievements, in the face of complex logistical challenges, demonstrated that groups of committed, skilled civil society activists can achieve significant results, as the sections below will highlight.

However, the project's relevance was diminished by a number of design flaws. There was an imbalance between the objectives of the project – which concerned the development of media freedom and independent news, as well as empowerment of the poor – and the project activities, which were directed towards capacity building of the papers themselves and towards training. As a result, training and capacity building were given priority over achieving enhanced representation. A related design flaw was that insufficient attention was devoted to awareness raising and advocacy activities, which should have underpinned the achievement of the objective concerning greater representation of socially disadvantaged people.

The project was remarkably **effective** in that a wide range of activities was implemented as foreseen in the original proposal, and sometimes beyond what was planned. There was significant work done towards enhancing coordination among street papers in the production and sharing of contents, through the editorial coordination work undertaken by the editor of the Zambian paper. This led to articles produced in some countries being re-

used in others. The project has been particularly effective in supporting the region's street papers through training and capacity building, and in establishing the Lagos paper. The regional trainer, in addition to his straightforward training activities (aimed mainly at vendors and secondarily at journalists), effectively became a regional advisor to the various papers. By visiting virtually all of them more than once (and meeting editors and INSP staff on various occasions) he effectively disseminated ideas and approaches across the region.

The project was also effective in terms of outreach to other civil society organizations and to the public at large. However, it cannot be said that the level of outreach undertaken by the project amounted to enhancing engagement by marginalized people in civil society and in democratic dialogue. The outreach undertaken by street papers aimed at disseminating information about the plight of poor and marginalized people, rather than helping these people to engage directly into democratic debate.

The project was generally **efficient,** in the sense that its resources were appropriately used to deliver the planned results and that activities were implemented in a genuinely cost-conscious manner. The project involved extensive travel across the region by the regional trainer, as well as by other project stakeholders on the occasion of regional meetings. Production and printing costs were also high, particularly for the Lagos paper.

The project was managed efficiently. The regional trainer was organizing many activities other than training, under the supervision of the INSP office in Glasgow. All stakeholders interviewed praised the responsiveness and hard work of the trainer and INSP project coordinator. However, the management arrangements did not explicitly give a role to individual paper directors or editors in the management of the project (though the project coordinator and trainer did their best to respond to their needs), thus limiting somewhat the "ownership" of the project by paper managers.

The project achieved **impact** at the national and regional levels. At national level, the clearest impact was in the regional coordination approach, in the sense that the Lusaka-based news syndication process was established and ran throughout the project period. The most obvious impact at national level was in Nigeria, where it led to the establishment of a new street paper. The project has also had a positive impact on the population of vendors: the project broadened the provision of good quality training modeled on what was already available in some cities. However, the project's impact on the poor and disadvantaged could have been greater, had the project developed a full advocacy strategy.

One important element of impact is related to the role of street papers as social enterprises. By supporting the network of papers, the project has effectively supported one of the few (if not the only) African social enterprise networks currently in existence. This is significant, in that social enterprises are likely to become a key tool in future, as government and civil society develop new strategies to tackle poverty.

### (iii) Conclusions
The conclusions presented here are based on the findings set out in the previous section and on the contextual information presented in section II.

   *(i)* **The project was generally relevant and effective.** It was based on a sound analysis of the situation of poor and marginalized people in Africa, and adopted an

innovative social entrepreneurship- and rights-based approach to addressing their needs. It offered effective informal "mentoring" of paper editors and managers.

*(ii)* **The project design had some flaws.** It did not fully address the need to help develop media freedom and independent news because activities focused mainly on capacity building of street papers, and training. It also failed to devote enough attention to advocacy activities on behalf of poor and marginalized people.

*(iii)* **The project design was over-ambitious.** Although based on a sound analysis of needs, it did not take sufficient account of the institutional weakness of African street papers. The need to devote much attention to their support partly hampered the effectiveness of other activities, such as outreach to civil society.

*(iv)* **The project was effective in enhancing regional cooperation in the production and sharing of contents**. This was done through the editorial coordination work undertaken by the editor of the Zambian paper, with project support, and led to articles produced in some countries being re-used in others.

*(v)* **The project was particularly effective in supporting the region's street papers through training and capacity building.** However the outreach undertaken as part of the project did not amount to enhancing engagement by marginalized people in civil society and democratic dialogue.

*(vi)* **The project was generally efficient.** However the project management arrangements did not explicitly give a role to the directors and editors of individual papers in the region, thus limiting their sense of ownership of the project.

*(vii)* **The project was innovative.** It supported what is probably the first social enterprise network addressing the needs of the poor in Africa. It contributed to the resilience of the individual street paper organizations, and visibly enhanced the professionalism of several of them. It also led to the establishment of the Lagos paper.

### *(iv) Recommendations*

**To INSP:**

*(i)* **INSP should consider future projects in support of the network of African street papers, with different management modalities.** The papers remain in urgent need of further support, and many have good development prospects. However it is essential that the managers and editors of African papers be put explicitly in charge of project management and accountability, with adequate staff support and only secondary support by INSP. This recommendation is based on conclusions (i) and (vi).

*(ii)* **Future projects should reinforce and make more explicit the "mentoring" dimension for paper managers and editors.** While training activities were relevant and effective, the project de facto provided papers with mentoring advice on organizational development. This approach should be formalized and reinforced, subject to managers accepting the obligation to follow practices agreed as part of the mentoring process. This recommendation is based on conclusions (i) and (vi).

*(iii)* **Future projects should have more formal advocacy strategies.** Any new project that aims at reinforcing the democratic representation of poor and

marginalized people in the street paper context should include an explicit public awareness and advocacy strategy. This strategy should address specific target audiences, such as municipal government and elected officials. Papers should consider linking up with appropriate advocacy organizations to implement this aspect of projects. This recommendation is based on conclusions (ii), (iii) and (v).

**To UNDEF:**

*(iv)* **Consider supporting social enterprises working to enhance democracy and human rights.** Social enterprises are relatively new tools of development, and this project showed how they contribute to the exercise of human rights by poor and marginalized people. UNDEF should consider the policy implications of formally including social enterprises in the scope of eligible applicants. This recommendation is based on conclusion (vii).

## II.    Introduction and development context

### (i)  Project and evaluation objectives

This report is the evaluation of the project "Strengthening civil society and developing independent media in Africa" implemented from December 2009 to May 2012 by the International Network of Street Papers Foundation (INSP), with partners in six African countries.[1] The UNDEF grant amount was US$350,000, with USD 25,000 retained by UNDEF for monitoring and evaluation purposes. The project aimed at addressing "the issues of media conglomeration, censorship, poverty, unemployment and a lack of representation [of] marginalized groups in society" by supporting the development (and, in the case of Nigeria, the establishment) of street newspapers in six African countries.

UNDEF and Transtec have agreed a framework governing the evaluation process, set out in the Operational Manual. According to the manual, the objective of the evaluation is to '*undertake in-depth analysis of UNDEF-funded projects to gain a better understanding of what constitutes a successful project which will in turn help UNDEF devise future project strategies. Evaluations also assist stakeholders to determine whether projects have been implemented in accordance with the project document and whether anticipate project outputs have been achieved*'.

### (ii)  Evaluation methodology

One expert carried out the evaluation in December 2012. Its methodology is set out in the Operational Manual governing the UNDEF-Transtec framework agreement, with brief additions in the evaluation Launch Note. In accordance with the agreed process, a set of project documents was provided to the evaluators in September 2011 (see list of documents consulted in Annex 2). On that basis, they prepared the Launch Note RAF-08-218 setting out issues to be considered during the evaluation.

The evaluator was able to follow the standard methodology. The only practical challenge was that it was not possible to visit all project locations, as these were dispersed across Africa – the implementing organization's headquarters being in the United Kingdom. To address this challenge, the evaluator visited the street paper in Lagos and its counterpart in Cape Town, in the latter case on the occasion of other travel. He held phone interviews with INSP headquarter staff and with people involved with the papers in Burundi, Malawi and Zambia. He also met the regional training coordinator in Europe.

In addition to the project documents provided to UNDEF, the evaluation used the following documents:

- Paper and electronic versions of some of the street papers produced during the project period;
- Business plan for the Lagos paper;
- Information available on the websites of the INSP and Cape Town paper;
- Reports about the contents of the training sessions for journalists and vendors;
- A compilation of articles published in each of the papers during the project period.

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[1] The partners were located in Burundi, Kenya, Malawi, Nigeria, South Africa and Zambia.

### (iii) Development context

**Feasibility of Africa's street papers**

Street newspapers are not as common in Africa as they are in the more developed world, yet conditions exist there for such papers to be established or reinforced. As indicated in the box on the left, street papers fulfil two different but inter-related basic functions: to help poor people earn a living by selling the paper, and provide readers with independent information on issues that include social concerns in their city, country or region.

The socio-economic context in the countries covered by the project includes elements conducive to the development of street papers, as well as major challenges. Conducive aspects include:

- Rules and regulations that generally permit, if not support, the establishment and management of non-profit enterprises;
- Media regulations that allow (though in some countries limit) the papers to print independent contents;
- The presence in each country of individuals able and willing to establish and manage street papers (many of those working on the current papers were drawn from non-governmental organisations involved in social work);
- The availability of journalists to research and write stories on issues of interest to the papers;
- The willingness of local and international personalities to lend their image and fame to street papers, thus helping sales;
- Large concentrations of potential vendors and other beneficiaries of the social work associated to street papers: people without regular income, often living in slums or informal settlements, and their dependents.
- The emergence in most cities concerned of an educated "middle class" that is interested in independent information and reporting, and has the financial capacity to purchase papers.

> **What is a street newspaper?**
>
> Street papers are quintessentially urban phenomena. They differ in each city but share two common characteristics:
> - Provision of a livelihood to poor people. Vendors usually retain half of the price of copies sold.
> - Articles covering issues not always found in "mainstream" magazines, written specifically for the papers.
>
> The INSP gives advice to member papers, such as a code of conduct for vendors, but each paper is run as an independent entity. The INSP also runs a news service that provides contents, which street papers are free to use.
>
> Some papers are established social work institutions providing vendors with vocational training, job placement and other services. Papers differ in terms of editorial contents (such as mix of news, entertainment and sport); share of locally produced articles; appearance (newsprint or glossy paper) and target audiences. Approaches also differ in terms of vendors targeted, frequency of publication, use of the Internet, etc.
>
> Though most street papers carry stories about poverty and other social issues, they do not necessarily make these their main focus. They frequently highlight positive action taken by poor people themselves, so as to avoid "discouraging" readers or hampering sales.

Challenges include in particular:
- The hostility of some governments to media criticism of their action (or lack thereof) in relation, for example, to social problems;
- The relatively small size of the "middle class" population that is financially able to purchase street papers regularly and interested in reading them;

- The relatively high production costs of magazines in many African countries, which makes it difficult for street papers to be self-sustaining;
- The mediocre training of many junior journalists in the countries concerned, which makes it difficult for papers to source quality local contents;
- The difficulty for vendors in most of the countries concerned to sell regularly enough copies of papers to earn an adequate living;
- The relative novelty of the street paper concept in most of sub-Saharan Africa (except South Africa), which requires additional marketing to convince the target audience to buy a paper;
- In common with all print media, an additional challenge faced by street papers is that the Internet is perceived by many middle class users as an essentially free source of information, thus making the papers' contents less valuable to them.



**Participants in a Big Issue South Africa domestic violence workshop, Spring 2010. ©BISA**

In this context, it could appear that street papers are most likely to be successful if established in an urban area large enough to support a sufficient buyer population, and where there is a sufficient pool of quality journalists willing to produce contents for low fees. The papers in Cape Town, Lagos, Johannesburg and Nairobi certainly met these criteria, these cities being among the largest in sub-Saharan Africa. By contrast, Lusaka (1.8m), Bujumbura and Blantyre (0.7m to 0.8m) may appear be too small to sustain their own papers.[2]

Experience, however, suggests that these criteria are not always sufficient or even relevant. Papers can experience difficulties despite having a large potential buyer population. Lagos is so large, for example, that vendors need to invest a lot of time and money simply to travel from their home areas to those parts of town where they can sell papers. Conversely, papers can achieve objectives in smaller cities – admittedly in part by helping fewer vendors.[3]

Until the present project, street papers have also succeeded because of the commitment and energy of local activists. Indeed, the paper in Lagos is the first one that was established on the basis of a decision taken outside the city – though even in this case, establishment was conditional on the INSP identifying the local capacity, including people with relevant skills and commitment, which it did through a feasibility study process.

### Street papers as social enterprises

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[2] See www.citypopulation.de and the Wikipedia entries on the cities concerned. Estimates of population vary widely, particularly in the absence of recent census data. Estimates also vary when the "suburbs" of main cities (officially considered rural) are counted as part of the population of a given conurbation.
[3] According to www.citypopulation.de, the ten largest cities in sub-Saharan Africa are, in decreasing order of main agglomeration population and according to 2010 estimates: Lagos (11.8m); Kinshasa; Johannesburg; Khartoum; Abidjan; Cape Town; Durban; Accra, Nairobi and Kano (3.37m).

The primary function of street papers[4] is to help vendors generate an income from sales. Vendors effectively purchase copies of the paper for half of the cover price and therefore keep half of the cover price of each copy they sell.

However sales themselves, for most papers, are only part of their relationship with vendors. Most papers also carry out a vendor selection process (which involves engaging with poor communities) and provide training to vendors on sales



**Big Issue Zambia vendor training, April 2011. ©BIZ**

techniques. Beyond this basic level of interaction, the more established papers have fully-fledged vendor relations programmes, which may include vocational training, awareness-raising on HIV, etc. The Cape Town paper also has a job and traineeship placement officer, and assists vendors in joining educational programs. Journalists who produced contents for the papers (or journalism students working as interns) have also received training as part of the UNDEF-funded project.

While providing beneficiaries with various forms of support, street papers are also small businesses engaging with a range of professionals, such as journalists, designers and printers. They sometimes achieve visibility through other media, by having stories quoted in the mainstream press, vendors interviewed, etc. They also sometimes enjoy privileged access to well-known personalities who will grant interviews to street papers as a way to support them.

**Street papers as sources of information**

The papers generally present a mix of contents comparable to that of mainstream current affairs magazines: articles and features on social issues, the environment, entertainment and culture, sports, etc. The papers are, in the main, politically neutral.[5] Articles are normally produced specifically for the papers, and most street papers present a mixture of own contents and material shared with other street papers.



**Big Issue Malawi vendors, 2011. ©BIM**

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[4] From their format (often A4) and appearance (color cover, photographs, general layout) they resemble magazines more than newspapers. However the term "street paper" is the one most commonly employed by INSP and individual paper staff.
[5] There is obviously no objective measure of political neutrality. The copies of papers seen by the evaluator did not contain articles praising individual political leaders, still less calls for voting in favour or one or the other. To some readers the very fact that they include articles about poor people and social concerns may, however, may make the papers appear to be taking political positions. However the evaluator found such articles to be written in a factual and impartial manner.

The papers do not – and do not attempt to – present a view of society "alternative" to that of the "mainstream" press in their country. Many if not all of the stories they carry could appear in mainstream magazines (though in some markets there are no comparable magazines at all). Also, the papers face the same marketing requirements as mainstream magazines: they need to carry stories that buyers want to read.

Despite this caveat, the papers do, as a whole and when read over several issues, present information in a way that demonstrates social concerns, in a consistent way that the mainstream press probably does not generally achieve. Someone reading successive issues of The Big Issue in Lagos or Cape Town will not fail to notice stories on social issues in their city and examples of action taken at various levels to overcome poverty, even if they do not read the papers from cover to cover.

It does not follow that street papers can, on their own, fill gaps in mainstream media reporting, still less that they can be seen as bastions of press freedom and independence on their own. However they do constitute a significant outlet for social journalism, providing reporting that is not easily found elsewhere in the local print media market.

**Other projects in the field**
To the evaluator's knowledge, there is no regional project comparable to INSP's in Africa. Foundation Hirondelle of Switzerland supports a number of media (mainly radio) outlets across the continent, and a number of organizations train journalists and engage in other forms of capacity building related to the media. However, no other project involves the establishment or development of independent media supporting the poor.[6]

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[6] Transtec's Media Cluster evaluation of 2012 reviewed about a dozen media-related UNDEF-funded projects around the world. That document provides a breakdown of the range of activities that UNDEF has supported in the past several years. None had a scope comparable to that of the project under consideration.

# III.  Project strategy

## (i)  Project approach and strategy

**Initial design and implementation**
The project was built around five key objectives (see logical framework below); it aimed at supporting six existing street papers as well as establishing the Lagos one. In essence, the project had the following strands of activities:

- Sharing of stories among the participating papers, through a regional coordination unit in Zambia;
- Training for vendors and journalists, through a regional training coordinator and with support from outside journalists;
- Feasibility study and establishment of the Lagos paper;
- Advocacy to the broader public through the regional news service.

The initial design was relatively ambitious in that several of the six existing papers had insufficient capacity to implement a full papers production schedule. As a result, and due also to the high cost of printing, some of the papers printed fewer issues than originally planned. This was the case of the papers in Bujumbura, Nairobi (which ceased production in 2011) and to a lesser extent Blantyre. The paper in Johannesburg faced the adverse impact of the death of its highly committed director.

The most ambitious part of the project was probably the decision to establish an entirely new paper in Lagos. In the event, the paper was established with a strong and committed team, though it has yet to reach its full printing schedule of one issue every six weeks.

A process for sharing stories across papers was put in place, overseen from Lusaka, with support from INSP headquarters. Fewer stories were shared than originally planned, partly because some papers published fewer issues than expected, and partly because it was often difficult to elicit interest in one country for stories prepared elsewhere.

The training activities went well. The regional training coordinator hired under the project designed and implemented training modules for vendors. INSP cooperated with Reuters and Inter Press Service to implement training sessions for journalists. Participants gave favorable feedback about both types of training. Several of the papers appear willing to continue holding training sessions for vendors by themselves, no longer needing the input of the regional coordinator.

**Significant changes**
Project implementation largely followed the initial design. Some activities were cancelled or modified, mostly due to logistical and budget constraints. These changes did not require modifications to the outcomes level of the logframe.

Among the main activities changes were the cancellation of training sessions for journalists in Burundi and Kenya, and a reduction of the number of issues of some of the papers. The launch of the Lagos paper was significantly delayed due to staffing and production costs constraints.

### (ii) Logical framework

| Key Project activities | Project outcomes | Intended objectives |
|---|---|---|
| • Regional street paper coordination office established in Zambia, staffed and trained.<br>• Regional meetings of street papers representatives held, with INSP participation. | • New continent-wide African street paper news syndication bureau established. | **Reinforcing democratic dialogue and citizens' empowerment through the establishment of a new, independent source of regional-based news in Africa.**<br><br>**Reinforcing the representation of marginalised groups though enhanced street papers in the region.** |
| • Local and regional news published in all street papers. | • Six African street papers' capacities developed; external partnerships formed. | |
| • Capacity building of the office, through training and liaison with external stakeholders. | • Civil society in cities concerned is better informed about human rights, democracy and development. | |
| • Training for journalists and contributors to street papers. | • Street papers become key actors in dissemination of quality social journalism. | |
| • Feasibility study, recruitment of staff and vendors. | • New, independent rights-based street paper launched in Lagos. | |
| • Training for vendors, engagement with marginalised communities, support for vendors' training. | • Marginalised people more engaged in civil society and participating more actively in democratic dialogue. | |
| • Dissemination of project activities through INSP | • Global civil society better informed and active | |

The table above provides a summary of the project logic, based on the original logical framework and on the reports submitted by INSP. Reviewing the original project document in the light of subsequent activity reports, the following points may be made in relation to the intervention logic:

- The project document included a wide range of activities, but did not always clarify how these would lead to the achievement of the ambitious project outcomes. The document did not explicitly address risks and obstacles to the achievement of results.
- Activities were spread over six countries where papers operated in very different conditions. The project document did not explicitly address the practical challenges this would raise.
- The project document did not explicitly address the issue of project management responsibility. The INSP is an umbrella organisation whose members are independent NGOs. While the INSP was responsible for project management, the activities were implemented at the level of individual papers. The inherent tensions likely to arise from this situation were not specifically addressed in the project design.

It is a testimony to the dedication and effectiveness of the project staff (with INSP and local paper managers) that so many activities were actually implemented, despite the design weaknesses highlighted above. These – as well as the significant achievements of the project – are reviewed in the next section.

# IV.   Evaluation findings

The following findings stem from the evidence gathered by the evaluators.

### *(i)     Relevance*

The project was relevant in that it appropriately identified two key needs: those of poor people who could benefit from a scheme whereby they could earn a livelihood, and the broader social need for independent information on social issues. Its relevance was further enhanced in that it addressed the following aspects:

- There was a clear need for reinforcing empowerment and democratic dialogue, with a focus on the poor, in each of the countries covered. Despite varying socio-political circumstances, each city concerned needs to enhance the visibility of its social challenges and to support its disadvantaged groups.
- The project built on the achievements of existing street papers across Africa, and identified the need for the coordinated production of news items that could be shared across the network of papers. This led to the production of articles shared amongst participating papers.
- The project also identified correctly the need for building capacity at papers across the region, all papers having broadly similar needs in terms of training for journalists, vendor support and general sharing of experience among managers of individual papers.
- The project identified correctly the need to produce and disseminate information about social concerns, particularly about the situation of poor and disadvantaged communities. These issues being inadequately covered by mainstream media, the project was relevant in seeking to respond to that need.
- The need to support poor and marginalized people, with a view to them becoming more actively involved in civil society and social debate was also appropriately identified by the project. Street papers were correctly identified as bringing a unique added value to that approach in that they help poor people acquire a means of income, and help spread information about social issues.
- It was also relevant to seek to establish a street paper in Lagos, because it is the largest metropolis on the continent – home to both poor and marginalized communities, as well as potential middle class readers of independently produced news.
- Lastly, the approach consisting in liaising with other civil society organizations to share with them information about the poor and marginalized, and work jointly on addressing challenges, also enhanced the relevance of the project.

In addition to these factors, INSP itself – the umbrella group managing the coordination among papers – appeared to be in a position effectively to support the project: by obtaining funding and by taking on project coordination and supervision tasks.

Taken together, these factors ensured the overall relevance of the project and alone justified funding by UNDEF. Indeed, its achievements – in the face of complex logistical challenges – demonstrated that groups of committed, skilled civil society activists can achieve significant results, as the sections below will highlight.

However, the project's relevance was diminished by a number of design flaws. These were the following:

**Big Issue Zambia vendor workshop, April 2011. ©BIZ**

- There was an imbalance between the objectives of the project – which concerned the development of media freedom and independent news, as well as empowerment of the poor – and the project activities, which were directed towards capacity building of the papers themselves and towards training.

These two aspects were not contradictory, but they did in effect compete for the project's limited resources. As a result, training and capacity building were given priority over achieving enhanced representation.

- A related design flaw was that insufficient attention was devoted to awareness raising and advocacy activities, which should have underpinned the achievement of the objective concerning greater representation of socially disadvantaged people. This flaw was visible in the relative disconnect between some expected outcomes and the underpinning activities:
    - One outcome called for making the papers key actors in social journalism. However, this could not be achieved by focusing on training: a significant element of liaising with other stakeholders, including through the design and implementation of a public awareness strategy, was necessary. Such strategies existed at the level of some papers, but were not explicitly built into the project, thus weakening its overall relevant in this respect.
    - A similar comment may be made in relation to the expected outcome concerning the democratic engagement of marginalized people. The assumption implicit in the project design was that, by supporting the publication of stories about marginalized people that street paper buyers would read, the project would contribute to enhancing the visibility of its beneficiaries in the eyes of the middle class in general, and of decision-makers in particular. This outcome would have been more likely to be achieved if the publication of articles had been supported by an advocacy strategy deliberately aimed at political decision-makers. Advocacy of that nature was carried out by some papers in Cape Town, for example, and to some extent in Lusaka: these papers' links with the mainstream media helped ensure that social concerns they raised received a broader echo. In Cape Town, the paper also benefitted from the goodwill of the local political leaders, but that level of goodwill was not apparent in other cities – the project design had not emphasized the development of an advocacy or lobbying strategy to enhance such political goodwill.

The relevance of the project also suffered from two further factors, one strategic and one organizational. These were largely outside the control of INSP, but taking them more explicitly into account might have enhanced the relevance of the project and its effectiveness. They were:

- The difficult balancing act that street papers must achieve, to function as social enterprises on the one hand, and as sources of "social" news on the other. As businesses, papers must sell copies – that is, they must present an attractive cover and offer a mix of articles likely to attract the interest of potential buyers, while eschewing partisan politics. This means that papers need to have some coverage of sports and entertainment. It also means that they need to adapt their appearances to local

**Aspects of vendors' profile in the African context**

Vendors across Africa come from poor and marginalized sections of society, but their profile seems to differ somewhat from that of their counterparts in developed economies. Although there are no statistics on all the points below, meetings with vendors and paper staff held during the evaluation suggest that:

- Vendors in Africa often support a family: children and/or partner, parents or other relatives.
- Most vendors live in informal settlement but are not homeless.
- A significant proportion of vendors are women.

Paper staff indicate that vendors are often better educated than other members of their communities.

Many vendors seem to stay with their paper for extended periods of time. In papers that have a longer history, such as Cape Town, it seems frequent to have vendors staying with the paper for five years or more.

market conditions. In Lagos, for example, the team that created the paper concluded after researching the market that it needed to produce it on glossy, color paper, so that the paper had a magazine look and a longer shelf life. While reasonable in marketing terms, this approach was costly in production terms.



**Vendors participating in a demonstration against rape, Lagos, 2011. ©BIL**

A related challenge concerned the editorial contents: whereas street papers' mission includes coverage of news about socially marginalized people, such news do not necessarily "sell" papers most effectively. Indeed, many papers try to focus on good news stories when covering marginalized people, so as to avoid "discouraging" readers. For the same reason, the papers have often hesitated to include stories from other countries, which they often felt their local readers would not be interested in.

Thirdly, the project did not address the challenge presented by the Internet to street papers, which by definition rely on disseminating printed information. This challenge is common to all media, not just street papers. The key issue is that many people with Internet access perceive the web as a source of free (and credible) news,

making paid-for access to information apparently redundant. For street papers, this has two key consequences:

- o Would-be buyers of street papers abstain from buying any printed news because they find online the amount of information they need.
- o Once online, users assume news will be free, and are reluctant to pay for articles.

This leaves street papers with a dilemma. They may chose not to have a website (in which case they lose visibility), to reproduce their contents online (which requires information technology skills and provides more visibility, but constitutes a potential loss of income), or to make contents visible online against payment (which requires software and management time many papers do not have).

Nevertheless, some papers (such as the one in Cape Town) have been able to make effective use of the Internet, partly by attracting to their website readers based outside Cape Town (including outside South Africa), who maintain a link to the city through the web version of the paper. It can accept donations online, which are used to further the general work of the paper. INSP member papers outside Africa are also experimenting with use of the Internet, for example by setting up online subscription systems whose profits are used to support vendors of the paper version.

- The organizational challenge to the relevance of the project was that it was designed and overseen by INSP, but implemented through a range of independent local NGOs. The project effectively provided capacity building support to participating papers, but relied on their goodwill, not formal commitment, to make the best possible use of that support.

> **Establishing a new street paper: The Big Issue Lagos**
>
> The process started with a feasibility study in 2010, which identified potential writers and vendors, as well as local NGOs able to support the paper's establishment.
> The Vendor Coordinator was the first staff member hired, followed by production staff. Even before she was hired full-time to manage The Big Issue Lagos, the then Executive Director of partner NGO Freedom Foundation (FF) helped plan and edit the first issue of the paper. It was designed in South Africa, proofread in London, and included articles borrowed from several countries. The first issue was published in December 2011, printed in Nigeria on colour magazine-style paper.
> The second issue came out in April 2012, with better sales, partly thanks to more Nigerian contents. A pool of journalists associated to partner NGO Development Communications Network contributed local content. Teni Awoyemi, the former FF Director, was then hired to lead the paper, with funding from the UK donor Comic Relief.
> Since then, three more issues of the paper have been published. The vendor based was enlarged, partly through partnership with NGOs active in slums around Lagos.
> The paper continues to face threats to its economic viability. It seeks to develop subscriptions (to ensure more regular income) as well as partnerships with other NGOs. It benefited from on-going support by the regional trainer during the project, and by INSP staff in Glasgow.

This situation stemmed from the status of INSP in relation to its member papers: the INSP's mission includes support for member papers, but these remained independent entities with their own governance and accountability mechanisms. The INSP and individual papers discussed individual project activities in a participatory way, and each paper was able to pitch its level of participation in

activities in accordance with its needs and capacity. However, the amount of collaboration on activity planning and of follow-up of activities, were left to each paper to decide individually.

One result of this situation is that project implementers – mainly the INSP staff and trainer – had to deal with varying levels of buy-in into project activities on the part of different papers.

Interviews with the trainer and managers of individual papers suggest that the project's relevance could have been enhanced by:

- Developing a more differentiated "menu" of support measures, which each paper could have chosen from on the basis of their needs; and
- Linking support to specific follow-up activities on the part of each paper.

It must be borne in mind, however, that with virtually all papers operating on skimpy human and operational resources, there was little capacity to engage in much follow-up to activities. Indeed, many of the papers relied on the dedication of their volunteer staff to sustain activities altogether.

### *(ii)    Effectiveness*

The project was remarkably effective in that a wide range of activities was implemented as foreseen in the original proposal, and sometimes beyond what was planned. However the project did not achieve all its expected outcomes and objectives, for two main reasons:

- The project design was arguably over-ambitious, with high expectations in terms of results and objectives;
- The weakness of some local structures hampered the smooth implementation of the activities.

Here is an overview of the effectiveness of the project in terms of activities and results achieved:

- There was significant work done towards enhancing coordination among street papers in the production and sharing of contents, through the editorial coordination work undertaken by the editor of the Zambian paper. This led to articles produced in some countries being re-used in others. The regional trainer also contributed to the dissemination of common approaches across papers by undertaking training activities for vendors and journalists and by acting as an advisor to individual papers. The fact that editors and other representatives of papers across the region met on two occasions during the project period also contributed to enhancing the coordination amongst papers and to exchanging good practices.

  However the amount of actual syndication of contents by participating papers was significantly lower than anticipated in the project proposal. Two factors adversely affected the sharing of contents across papers:
  - Some editors found that articles offered by other papers were of low journalistic standard or lacked a regional appeal;
  - Reader feedback suggested a limited interest on their part for stories produced in other countries. There were some exceptions, such as sports and entertainment stories (coverage of the football World Cup in South

Africa for example), but a common feeling among editors interviewed was that few stories were able to "travel" easily across the region.[7]

To some extent, the regional syndication effort also suffered from interference by the Street News Service, the contents sharing process implemented by INSP for the use of all its members, not just African papers. The African regional syndication bureau lacked a budget to commission articles: had this been available, it could conceivably have produced stories tailored to regional needs. In the absence of such a process, the bureau was effectively reduced to disseminating stories developed at local level for local audiences: the regional editors' endeavor to add value by editing articles and searching for topics of common interest were therefore hampered by lack of commissioning resources.

- Despite the caveat described above on the limits to regional sharing of contents, the project has been particularly effective in supporting the region's street papers through training and capacity building, and in establishing the Lagos paper. The regional trainer, in addition to his straightforward training activities (aimed mainly at vendors and secondarily at journalists), effectively became a regional advisor to the various papers. By visiting virtually all of them more than once (and meeting editors and INSP staff on various occasions) he effectively disseminated ideas and approaches across the region, in ways that email and other forms of communication could not achieve. The training sessions for journalists conducted by Inter-Press Service also contributed significantly to capacity building.



**IPS training workshop for journalists in Malawi, June 2010. ©BIM**

The establishment of the Lagos paper was a major achievement. It started with a feasibility study, which among other things identified a local partner NGO that could provide logistical support and relevant contacts to the paper. The process of setting up the paper was challenging, as production costs were higher than expected and as it was necessary to create a market for a new product, previously unknown in Nigeria (see box on previous page).

- The project was also effective in terms of outreach to other civil society organizations and to the public at large. In Lagos, the paper has initiated work with an NGO involved in HIV/AIDS awareness-raising in slum areas. In Burundi, the readership of the street paper *Clin d'Oeil* included a range of international NGO and donor representatives. In Cape Town the paper is essentially a social work

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[7] The sole French-language paper, from Burundi, faced the additional challenge of translation. This hampered the dissemination of Burundi-based stories more than the use of stories from the region by that paper.

institution in its own right, able to speak authoritatively and credibly about the situation of the poor in the city. In Zambia the paper's editor had regular access to radio programs in which she could elaborate on stories carried in the paper.

However, it cannot be said that the level of outreach undertaken by the project amounted to enhancing engagement by marginalized people in civil society and in democratic dialogue. The outreach undertaken by street papers aimed at disseminating information about the plight of poor and marginalized people, rather than helping these people to engage directly into democratic debate.

**Some vendors speak**

Summaries of statements, some given through translators:

I was a mechanical engineer. I was one of the first vendors of the Big Issue in Lagos. The paper gave me a job, I appreciate talking to people buying the magazine about its contents. One problem is that I live far away from the areas where you can sell the paper, it's costly to travel within Lagos [the paper subsidises transport costs]. Our buyers don't walk on the street. Sometimes we sell to people sitting in cars or try to get into shopping malls. (Male, Lagos)

I used to get hand-outs, decided to focus on my needs and those of my children, started to sell five years ago. I am still there. When we sell we meet people, make friends. One of my grandchildren is HIV-positive, the paper is helping with that. (Female, Cape Town)

I had no place to stay when I started selling 11 years ago, just a shack. Now I could rebuild a house. Training helped me to relate to customers. Sales training was not just about selling, it was about relating to people. (Male, Cape Town)

The workshop on sales helped me a lot. I decided to save the money I made. That was the training on business skills. I decided to apply to school, started to study sports management, a three-year diploma. I live with my father and my three children. (Female, Cape Town)

The outreach undertaken as outlined above could only have contributed to poor people's engagement in democratic debate if it has been complemented with a fully fledged advocacy strategy providing for such an outcome – for example by bringing elected officials together with paper vendors, and/or training vendors on local (municipal) law- and policy-making mechanisms. The project did not include such a strategy.

### (iii) Efficiency

The project was generally efficient, in the sense that its resources were appropriately used to deliver the planned results and that activities were implemented in a genuinely cost-conscious manner. On the other hand, costs remained relatively high because of the region-wide nature of the project and because of the specific requirements of paper production in Africa:

• The project involved extensive travel across the region by the regional trainer, as well as by other project stakeholders on the occasion of regional meetings. With target papers scattered across all parts of Africa, air travel – notoriously expensive within the continent – unavoidably absorbed significant funds.

• Production and printing costs were also high, particularly for the Lagos paper. To some extent the high cost of printing derived from the strategic decision taken to produce the paper in color in glossy magazine-style design, as opposed to the newsprint used by many street papers in Europe (and in Bujumbura and Johannesburg, for example). This decision may be criticized in terms of its costs implications, but it was taken for sound marketing reasons: the paper thus printed

was more appealing to potential readers and had a longer shelf life, allowing for a longer sale period. Production costs in Lagos were also kept high by the relative scarcity of printing facilities (the paper considered printing abroad and shipping in ready copies, but this option was rejected as not consistent with the "locally-based development" ethos of street papers).

**Project management**
The project was managed efficiently. The regional trainer was organizing many activities other than training, under the supervision of the INSP office in Glasgow. All stakeholders interviewed praised the responsiveness and hard work of the trainer and INSP project coordinator.

The question arises, whether the institutional arrangement was conducive to cost-effective project implementation. This is because INSP managed the project in its capacity as the umbrella body that had successfully applied for UNDEF funding, while all the activities took place in the Africa region, hosted for the most part by individual papers. This arrangement had drawbacks:

- It imposed a major workload on the project coordinator at INSP, who nevertheless had little control on logistical arrangements;
- It did not explicitly give a role to individual paper directors or editors in the management of the project (though the project coordinator and trainer did their best to respond to their needs), thus limiting somewhat the "ownership" of the project by paper managers.

The key drawback, however, was institutional: each street paper being formally an independent entity, neither the INSP project coordinator nor the trainer had any particular legitimacy to request accountability, or even any particular course of action, from individual papers. As a result, the papers could (and often did) make use of the support provided by the project in the form of training sessions and production of contents. However the project was unable to foster the development of joint approaches in areas such as advocacy, vendor support and production of contents, which all were decided by the papers individually.

This concern did not immediately arise during project implementation. Instead, it became apparent over time that the project's implementation would have to occur within bounds, to ensure the maintenance of goodwill among papers. In hindsight, a different project management structure, giving formal authority on the project to the managers and editors of the region's papers. could have provided a more conducive environment, while also possibly reducing the workload of the INSP project coordinator.

The formal involvement of paper managers or editors into the management of the project might also have helped ensure a greater level of capacity building, as papers would have had a greater incentive to demonstrate a contribution to project results. As it was, much of the papers' contribution was left to their goodwill, and the papers did not have to commit to working with the project to achieve common results.

This structure would not have avoided some of the strategic challenges that arose – such as balancing editorial contents between locally produced articles and those borrowed from the regional network. It could have helped meet specific common goals, especially if it had been accompanied with some project funds devolved to individual papers.

### *(iv) Impact*

The project achieved impact at the national and regional levels:

- At national level, the clearest impact was in the regional coordination approach, in the sense that the Lusaka-based news syndication process was established and ran throughout the project period. It helped entrench the practice of sharing contents across papers, and enhanced the Internet visibility of contents produced by all the participating papers. This contributed to some INSP member papers outside Africa reproducing African contents.

**Setting up a new paper: pros and cons**

The project provided an object lesson in the pros and cons of establishing a new street paper from scratch, as was done in Lagos. Historically, street papers have been established as a result of local initiatives, not decisions taken outside the country. In summary:

Pros
- Paper is set up as a result of a feasibility study
- Paper is established in a suitably large city market
- Civil society partners are identified at the outset
- Support by other papers and/or INSP

Cons
- Establishment is "top-down", not based on local initiative
- No committed "core team" at the outset
- Risk of cultural as well as financial "flop"
- Risk of dependency on outside funding

The Lagos example demonstrates that the problems can be overcome by a strong, committed team and adequate outside support.

The main limitations to this impact were twofold:

- The process depended on the direct involvement of the Zambia paper's editor, who subsequently left the project to pursue studies in the UK.
- The contents sharing approach was never unambiguously accepted by the papers, because of concern that readers would not generally be interested in stories produced outside their country.

- The most obvious impact at national level was in Nigeria, where it led to the establishment of a (fledgling but strategically sound) new street paper. In other countries, the project had less visible but significant impacts in terms of capacity building: it helped with the professionalization of staff and with improving the journalistic quality of contents produced. The project also helped disseminate good practices related to vendor training.

More generally, the project helped reinforce the network of street papers across Africa. While financially and institutionally fragile, the papers' managers and editors have become more aware that they form a community of interests. The target groups have also benefited in that most papers have increased the number of vendors they support. The project helped ensure that vendors as well as journalists across the region receive professional training: this may have made little difference in countries

where training was already provided, but it certainly ensured that smaller and more recent papers could acquire good practices.

The project has also had a positive impact on the population of vendors: the project broadened the provision of good quality training modeled on what was already available in some cities. It is difficult to argue, however, that the project helped enhance advocacy on

behalf of the poor and disadvantaged: some papers engaged in such advocacy, but it is not clear that the project itself made that practice more widespread.



**IPS training for journalists, Homeless Talk, Johannesburg, 2011. ©HT**

As highlighted above (section on effectiveness), the project's impact on the poor and disadvantaged could have been greater, had the project developed a full advocacy strategy. As it was, the strategy was essentially limited to presenting to the public (including decision-makers) the facts concerning poverty. A fuller strategy could have included, for example, direct lobbying of authorities and locally elected officials, as well as addressing business groups.

**Impact on street papers as social enterprises**
One important element of impact is related to the role of street papers as social enterprises.[8] By supporting the network of papers, the project has effectively supported one of the few (if not the only) African social enterprise networks currently in existence. This is significant, in that social enterprises are likely to become a key tool in future, as government and civil society develop new strategies to tackle poverty.

### (v) Sustainability

With few exceptions such as the South African papers, the papers in the region remain economically weak. The majority of them are very small structures largely dependent for their survival on the commitment and energy of a very small core of volunteers and activists. On the surface, this does not bode well for their sustainability. However, many of the papers have survived years of logistical and financial difficulties and changes in leadership. This indicates a significant level of resilience.

The project appears to have contributed to that resilience, essentially through training and mentoring:

- Formal training activities conducted during the project (for journalists and vendors, as well as for staff) helped reinforce the commitment and organizational capacity of the papers.
- More informally, the regional trainer (and the INSP project coordinator) effectively provided individual mentoring to paper staff and managers, helping them overcome challenges and enhancing cross-border learning.

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[8] A social enterprise is an organization that applies commercial strategies to maximise improvements in human and environmental well-being, rather than maximising profits for external shareholders (Ridley-Duff, R. J. and Bull, M. (2011) Understanding Social Enterprise: Theory and Practice, London: Sage Publications). See also the Wikipedia entry on social enterprises, which notes that such enterprises may be structured as for-profit or non-profit, as charities, co-operatives, etc.

These aspects of the project contributed to enhancing the sustainability of individual papers. In addition, the development of a regional network for shared contents also helped enrich the papers' contents, therefore potentially improving their sales prospects.

Many threats remain to the sustainability of the papers, however, including high production costs and (except in South Africa) lack of regular publication schedules. The project had only a limited impact on these negative factors: printing costs are high in much of Africa due to an underdeveloped press sector; these costs make it difficult to publish the papers (in most countries) as frequently as would be desirable to sustain the livelihood of vendors.

Another threat to sustainability, also independent of the project and common to all print news sources, is the competition of the Internet: many readers get information from the Internet for free, and are not interested in paying for additional information. The project's scope did not include the development of a strategy to address this issue, although it was touched upon in training sessions for journalists. The INSP and its member papers are still experimenting with ways of addressing the challenge of Internet competition. The Cape Town paper, for example, introduced online subscriptions attracting purchases from former city residents living abroad and interested in maintaining a link to their home city.

More generally, the sale of subscriptions (for hard copies as well as online versions) is seen by several papers as a way to ensure a more stable income. Vendors then deliver the paper to subscribers and get the same income as if they had sold a copy. In addition to making vendors' income more predictable, subscription deliveries are also safer for vendors, as they avoid the risks related to trading in the street.

# V.   Conclusions

The conclusions presented here are based on the findings set out in the previous section and on the contextual information presented in section II.

*(i)*   **The project was generally relevant and effective.** It was based on a sound analysis of the situation of poor and marginalized people in Africa, and adopted an innovative social entrepreneurship- and rights-based approach to addressing their needs. It offered effective informal "mentoring" of paper editors and managers.

*(ii)*   **The project design had some flaws.** It did not fully address the need to help develop media freedom and independent news because activities focused mainly on capacity building of street papers, and training. It also failed to devote enough attention to advocacy activities on behalf of poor and marginalized people.

*(iii)*   **The project design was over-ambitious.** Although based on a sound analysis of needs, it did not take sufficient account of the institutional weakness of African street papers. The need to devote much attention to their support partly hampered the effectiveness of other activities, such as outreach to civil society.

*(iv)*   **The project was effective in enhancing regional cooperation in the production and sharing of contents**. This was done through the editorial coordination work undertaken by the editor of the Zambian paper, with project support, and led to articles produced in some countries being re-used in others.

*(v)*   **The project was particularly effective in supporting the region's street papers through training and capacity building.** However the outreach undertaken as part of the project did not amount to enhancing engagement by marginalized people in civil society and democratic dialogue.

*(vi)*   **The project was generally efficient.** However the project management arrangements did not explicitly give a role to the directors and editors of individual papers in the region, thus limiting their sense of ownership of the project.

*(vii)*   **The project was innovative.** It supported what is probably the first social enterprise network addressing the needs of the poor in Africa. It contributed to the resilience of the individual street paper organizations, and visibly enhanced the professionalism of several of them. It also led to the establishment of the Lagos paper.

# VI.   Recommendations

In this section, recommendations (i) to (iii) are addressed to INSP and the last one to UNDEF. The recommendations are based on the findings and conclusions set out above.

**Recommendation to INSP**

*(i)* **INSP should consider future projects in support of the network of African street papers, with different management modalities.** The papers remain in urgent need of further support, and many have good development prospects. However it is essential that the managers and editors of African papers be put explicitly in charge of project management and accountability, with adequate staff support and only secondary support by INSP. This recommendation is based on conclusions (i) and (vi).

*(ii)* **Future projects should reinforce and make more explicit the "mentoring" dimension for paper managers and editors.** While training activities were relevant and effective, the project de facto provided papers with mentoring advice on organizational development. This approach should be formalized an reinforced, subject to managers accepting the obligation to follow practices agreed as part of the mentoring process. This recommendation is based on conclusions (i) and (vi).

*(iii)* **Future projects should have more formal advocacy strategies.** Any new project that aims at reinforcing the democratic representation of poor and marginalized people in the street paper context should include an explicit public awareness and advocacy strategy. This strategy should address specific target audiences, such as municipal government and elected officials. Papers should consider linking up with appropriate advocacy organizations to implement this aspect of projects. This recommendation is based on conclusions (ii), (iii) and (v).

**Recommendation to UNDEF**

*(iv)* **Consider supporting social enterprises working to enhance democracy and human rights.** Social enterprises are relatively new tools of development, and this project showed how they contribute to the exercise of human rights by poor and marginalized people. UNDEF should consider the policy implications of formally including social enterprises in the scope of eligible applicants. This recommendation is based on conclusion (vii).

# VII. ANNEXES

## Annex 1: Evaluation questions:

| DAC criterion | Evaluation Question | Related sub-questions |
|---|---|---|
| Relevance | To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels? | ▪ Were the objectives of the project in line with the needs and priorities for democratic development, given the context?<br>▪ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?<br>▪ Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse? |
| Effectiveness | To what extent was the project, as implemented, able to achieve objectives and goals? | ▪ To what extent have the project's objectives been reached?<br>▪ To what extent was the project implemented as envisaged by the project document? If not, why not?<br>▪ Were the project activities adequate to make progress towards the project objectives?<br>▪ What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this? |
| Efficiency | To what extent was there a reasonable relationship between resources expended and project impacts? | ▪ Was there a reasonable relationship between project inputs and project outputs?<br>▪ Did institutional arrangements promote cost-effectiveness and accountability?<br>▪ Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives? |
| Impact | To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy? | ▪ To what extent has/have the realization of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?<br>▪ Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?<br>▪ To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on democratization?<br>▪ Is the project likely to have a catalytic effect? How? Why? Examples? |
| Sustainability | To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development? | ▪ To what extent has the project established processes and systems that are likely to support continued impact?<br>▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)? |
| UNDEF value added | To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors? | ▪ What was UNDEF able to accomplish, through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc).<br>▪ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on democratization issues? |

## Annex 2: Documents Reviewed:

In addition to standard project documents submitted to UNDEF by INSP (original project document, mid-term and final review, the evaluation considered the following elements provided by INSP:

- Inter-Press Service/INSP Media Training Agenda, July 2010

- Presentation for First Annual Regional Meeting of African Street Papers, July 2010

- Electronic and paper versions of The Big Issue South Africa, The Big Issue Lagos, Homeless Talk, *Clin d'œil*, The Big Issue Malawi, The Big Issue Zambia ; electronic and paper versions of articles from www.streetnewsservice.org.

- Business Plan "The Launch of the Nigerian Street Paper 2011", January 2011

## Annex 3: Persons Interviewed

| Name | Position |
|---|---|
| Anselme Karezeki | Director, *Clin d'Oeil*, Burundi |
| Belinda Mugwagwa | Vendor Coordinator, Cape Town |
| Chidiadi | Vendor Coordinator, Lagos |
| Christopher Phwandaphwanda | Director, The Big Issue Malawi |
| Glenda Nevill | Editor, The Big Issue South Africa |
| Greg | Journalist, Lagos |
| Helen Harvey | Project Coordinator, INSP |
| Lisa Maclean | Director, INSP |
| S. Hazzan | IT Manager, The Big Issue Lagos |
| Samba Yonga | Editor, The Big Issue Lusaka |
| Shakes Dwangu | Vendor Coordinator, Cape Town |
| Sven Mangels | Regional Trainer |
| Tenidola Awoyemi | Director, The Big Issue Lagos |
| Trudy Vlok | Director, The Big Issue South Africa |
| **Vendors** | |
| China Dyantwi | Cape Town |
| Clinton | Lagos |
| John | Lagos |
| Kanyesa Gotoya | Cape Town |
| Mavis Mangqasana | Cape Town |
| Pat | Lagos |
| Pina Ncata | Cape Town |

## Annex 4: Acronyms

| | |
|---|---|
| BIM | The Big Issue Malawi |
| BISA | The Big Issue South Africa |
| BIZ | The Big Issue Zambia |
| FF | Freedom Foundation |
| HT | Homeless Talk |
| INSP | International Network of Street Papers |
| NGO | Non-governmental organization |
| UNDEF | United Nations Democracy Fund |