

1. Programme Identification Details

GTF Number	170
Short Title of Programme	Football-Based Media to Strengthen Good Governance and Transparency
Name of lead institution:	Search for Common Ground
Start date:	1/8/2008
End date:	1/8/2011
Amount of DFID Funding:	£4,067,219
Brief Summary of Programme:	Search for Common Ground (SFCG) is an international non-profit organisation that promotes peaceful transformation of conflict. SFCG's mission is to transform how individuals, organisations and governments deal with conflict - away from adversarial approaches and toward cooperative solutions. Under the GTF, SFCG through its media arm, Common Ground Productions, works with CSOs in at least 10 countries to develop a TV/radio drama series called <i>The Team</i> . The show is a metaphor for co-existence. Identifiable and empathic characters – footballers, their friends and families – demonstrate how cooperation transcends ethnic, economic and religious differences. SFCG encourages social responsibility, positive engagement of citizens between one another, their families, their communities and their government.
List all countries where activities have taken or will take place	Angola, Burundi, Côte d'Ivoire, DRC, Guinea, Indonesia, Kenya, Liberia, Morocco, Nepal, Sierra Leone
List all implementing partners in each country	Active for this reporting period: JNB Productions, Media Focus on Africa, Ali N Prod, UPeace.
Target groups – wider beneficiaries	Elected officials, civil society groups and leaders and people who are most often marginalised, including women's associations and youth group members.
Lead Contact:	Deborah Jones, Executive Producer, Common Ground Productions

2. List of Acronyms

AFN	= Antenna Foundation Nepal
CGP	= Common Ground Productions
CSO	= Civil Society Organization
M&E	= Monitoring and Evaluation
MFA	= Media Focus on Africa
RTI	= Radiodiffusion Télévision Ivoirienne
SFCG	= Search for Common Ground
SGBV	= Sexual and Gender-Based Violence
SNRT	= Société Nationale de Radiodiffusion et de Télévision
UPEACE	= The University for Peace

3. Executive Summary

SFCG works to transform the way the world deals with conflict: away from adversarial approaches toward cooperative solutions. Through themes that dramatize the root causes of conflict, the television series, ***The Team***, creates a vehicle for dialogue and reconciliation around these conflicts specific to each country in which we work. Issues can be viewed and discussed in ways that are non-confrontational. Outreach programs that complement the series, reinforce messages **and** further engage citizens and their leaders, so that all parties are aware of their rights and responsibilities. This document captures the beginning phase of this three year, multi-country project and the progress made from start of the grant through March 2009.

Country Activity Progress

Making ***The Team*** is a project that is executed in stages. The process starts when partner CSO's engage with SFCG to '***discover innovative ways to address governance issues***'¹

Innovation begins when the local writers adapt real-life issues to a fictional football pitch via the script writing process. Once the scripts are finished, they are tested with focus groups to incorporate possible changes. When the script writing process has concluded the production process of, ***L'Equipe/The Team*** begins. In Côte d'Ivoire, Kenya and Morocco the issues and content of the series differs dramatically as does the skill levels of the writers and production team, however, the *process* to achieve the overall goal of this project is the same. Local writers/technicians have the most to gain vis-à-vis the improvement of their professional skill set during the creation of the series and its subsequent production.

Côte d'Ivoire: *Writing Workshops/Pilot production*

CGP's Executive Producer conducted a workshop to build the capacity of local scriptwriters, most of whom had little or no experience writing for television. From the 6 men and women who participated in the workshop, 3 were chosen to write the series. One of the participants, Jean-Noel Bah, is also the director of the series and our civil society partner JNB Productions.

Production of a 3-episode pilot took place in April 2008. The director and the production team learned new techniques of making television serial drama, particularly with respect

¹ See logframe 6. "Accountability – Assumptions"

to filming action sequences. The pilots were screened during the summer of 2008 as a part of SFCG Côte d'Ivoire's "solidarity events" which brought together local government officials, community leaders, and citizens in Danane, Sassandra and Guiglo, 3 cities that had experienced violence during the war. The screening of pilot programs were used to engage audience members in discussion groups on a wide range of topics including: corruption, identity and the rights of citizens, gender-based violence, tribal issues and religious tolerance.

With information collected from the pilot screenings and in collaboration with SFCG Abidjan office, we began to draft the scripts for the next 16 episodes. Following completion of the scripts in late September, production began in October and ended in December 2008. Post-production began early in 2009 and the series was completed at the end of March 2009.²

A positive unintended consequence: Our partner, Jean-Noel Bah entered *L'Equipe* into competition for The Pan-African Film and Television Festival (Fespaco). Often called the African "Oscars", the event is an important platform for African filmmakers to find distribution in Africa and around the world. Though hundreds of films are shown in the marketplace, only a few are accepted into the formal competition. *L'Equipe* was one of the few chosen to be judged in the series competition that occurred in February 2009. This was a significant to the writers and production team as none had participated in a film festival at an international level.

Kenya

In November 2008, the Executive Producer for CGP and the local partner, Media Focus on Africa held a 2-week workshop for the writing and production team. The workshop included 3 days of training in conflict resolution skills by the Nairobi Peace Initiative. Writing of the series commenced immediately after with 13 scripts being completed by beginning of February. Production of the series began in February and continued into the first quarter of 2009-1010.³

Morocco

Writers began work on the Moroccan series in October 2008 and completed 26 episodes at the end of March 2009.

² *L'Equipe* in Côte d'Ivoire is set to premiere on RTI on July 5, 2009. The series will also be shown in other Francophone African countries.

³ *The Team* began broadcast in Kenya May 21, 2009.

Achievement of Purpose: We are on target to achieve the purpose of this grant and in the next report will summarize the results of the broadcast of the series and the impact of the outreach activities that will start simultaneously.

4. Programme Management

The exchange rate from GBP to USD has changed significantly due to the devaluation of the pound. SFCG received fewer dollars than what was originally planned for in the proposal. USD is the primary currency in our target countries. The exchange rate continues to fluctuate and there is concern that it may continue to drop which would affect the GTF project in its third year. The biggest impact of this has been that Common Ground Productions (CGP) has not been able to hire two roving producers to cover some of the series. The Executive Producer of CGP covers all of the series worldwide. Of course, each of the activities has had to be rethought vis-à-vis scope and size.

The monthly exchange rate history is listed in Table One.

Table One: Monthly GBP vs. USD Exchange Rate				
Date	GBP	Fx	USD	
August 1, 2008	£ 4,067,219.00	1.9818	\$	8,060,414.61
September 1, 2008	£ 4,067,219.00	1.8213	\$	7,407,625.96
October 1, 2008	£ 4,067,219.00	1.7990	\$	7,316,926.98
November 1, 2008	£ 4,067,219.00	1.6181	\$	6,581,167.06
December 1, 2008	£ 4,067,219.00	1.5375	\$	6,253,349.21
January 1, 2009	£ 4,067,219.00	1.4501	\$	5,897,874.27
February 1, 2009	£ 4,067,219.00	1.4544	\$	5,915,363.31
March 1, 2009	£ 4,067,219.00	1.4319	\$	5,823,850.89
April 1, 2009	£ 4,067,219.00	1.4312	\$	5,821,003.83
May 1, 2009	£ 4,067,219.00	1.4814	\$	6,025,178.23

5. Working with Implementing Partners: Management

The Executive Producer of Common Ground Productions (CGP) chooses and engages the local writing and technical teams and is the lead producer of the series in each country. She works with the Country Director of our local offices to develop the storylines and coordinates with the CDs the outreach activities that supplement the series as well as with the DME practitioners who evaluate all activities.

Côte d'Ivoire: The original partners we identified in Côte d'Ivoire were not available for the work at the time we were recruiting. Additionally, Jean Noel Bah, who established a local NGO for purposes of producing local TV programs, had worked as a “freelance” writer for SFCG on the original radio production of *L'Equipe*. Thus, he was familiar with the ‘common ground’ approach.

As described above, Jean-Noel and the writers were put through an intensive screenwriting workshop by the CGP Executive Producer to build their capacity to develop and write the scripts. During production the CGP Executive Producer worked closely to build the capacity of the technicians vis-à-vis their ability to produce and edit television dramas.

Jean-Noel and the team of writers, actors and technicians have proven to be excellent production partners. Their personal growth is evident when one compares the first episodes shot with the last episodes shot. ***Video available upon request.***

Morocco: Videorama, the original production partner we identified during a pilot of *L'Equipe* proved to be a disappointment, thus the Executive Producer, conducted a search for other potential partners before settling on Ali N Prod, headquartered in Casablanca. This relationship has been quite productive. This team is not only creatively superior but has done extensive outreach and education programming in Casablanca with vulnerable communities.

An updated list of SFCG Partners will be sent separately. This list may change depending upon local availability.

6. Risk Assessment

In the original proposal, we stated that because our program is fictional, the risk of government interference is relatively low. We maintain that position. Additionally, SFCG works in a very inclusive manner. For example, in Côte d'Ivoire, the government asked to partner with SFCG on how to best communicate to citizens the importance of obtaining identification papers in order that they can have their full rights, including the ability to vote. Thus, we incorporated into the scripts, scenes that dramatize this very important process.

Below is a brief summary of the current political environment in the first three countries in which we are working. Short of a catastrophic event, which would cause any one of the three governments to crack down severely on freedom of speech, we do not anticipate having a problem completing these projects.

Côte d'Ivoire

Recent events have given some cause for concern about the potential for free and participatory elections. During March 2009, clashes between members of the Fédération Estudiantine et Scolaire de Côte d'Ivoire and rival student groups, which make up the youth wings of the different political parties, escalated into violence.⁴

On 15 April 2009, the Conseil National de la Presse decided to suspend the activities of the daily paper, *Le National*, on the basis that it recently published a series of articles whose contents tarnished the reputation of government officials, political leaders, businessmen and a journalist and continued to do so following warnings from the committee.⁵ These two developments are signals that the country's political actors may continue their historic behaviour in terms of manipulation of the youth and media to the detriment of the quality of the process.

Kenya

Deep political polarization remains, threatening the fragile stability of this East African powerhouse. Decision-making in Parliament has disintegrated into partisan politics, reinforcing divides and grinding the business of governing to a halt. Given the links between political parties and ethnic groups, with loyalty driven by tribal identity rather than ideology, this growing polarization threatens to spill over into society as a whole, with potential for renewed violence. In April 2009, Former United Nations Secretary General Kofi Annan convened the main parties and quietly told them that in reviewing their performance in the year since that agreement, his view was that unless the government and legislature turned away from their divisive politics and found a way to work together for the good of Kenya and all Kenyans, he predicted a limited window of 15 months before the country imploded.

Morocco

Morocco is moving towards an open and pluralistic political system with the adoption of a greater range of democratic norms. However, the Kingdom is experiencing cultural and political tensions with the democratic transition process. Morocco suffers from conflicts caused by various socio-economic issues, namely unemployment particularly of highly educated poor people, youth disaffection, unhealthy housing conditions and

⁴ Twentieth progress report of the Secretary-General on the United Nations Operation in Côte d'Ivoire, S/2009/196, 13 April 2009

⁵ American Embassy's National Daily Press Review, 22 April 2009, available at <http://allafrica.com/stories/200904220843.html>

ideological extremism all of which hinder the democratic development of the country. Despite the adversarial attitudes, there remains a strong will on the part of Moroccan society and government to adopt alternative ways to deal with differences.

7. M&E Arrangements

During the reporting period, SFCG undertook a procurement process to select external specialists to evaluate **The Team**. Four proposals were received and we commissioned a team based out of University of Peace, based out of Addis Ababa and Costa Rica. The Team is led by Amr Abdullah, Professor and Vice Rector for Academic Affairs, University for Peace United Nations Affiliated University, San Jose, Costa Rica. The contract was signed in April 2009. The UPeace Evaluation Team is a mixed gender team composed of diverse evaluators with extensive experience in the evaluation of country-wide media-based programmes, and with relevant cultural and linguistic skills.

There have been no changes to the substantive approach to the M&E arrangements as set out in the M&E section of the inception report submitted in March 2009.

Prior to the engagement of UPeace, SFCG Morocco conducted a series of focus groups during the script development phase in Morocco through the evaluation group called The People's Mirror. The Moroccan **L'Equipe** examines how the rich/poor divide impacts governance.

Overall, the results were positive. Participants highlighted tensions that arise from differences in social strata, but also noted that mutual interests can often transcend conflict and unite people despite their differences. The evaluators noted that...

... they [focus group participants].... referred to soccer itself as a way to resolve conflict peacefully. This in itself represents potential for conflict resolution, whereby individuals put their differences aside temporarily to be able to pursue their dreams"

8. Logframe Changes

In light of developments in programming, we will be designing new log frames for each of the four countries where we are conducting in-depth evaluations and submitting those to KPMG for agreement. These will replace the generic log frame that we submitted with the Inception Report.

As we script and produce each of the TV dramas, reflecting the topical governance related issues in each country, we are better able to design a log frame with objectives, activities, outputs and indicators that reflect the reality of the project on the ground.

9. Emerging impact on governance and transparency

It was too early in the life of the project to determine the emerging impact on governance and transparency as by the end of March 2009, the series had not yet broadcast.

However, the activities undertaken and achieved in Côte d'Ivoire, Kenya and Morocco, addresses Item 6 in our log frame "**Accountability**" – *Strengthened capacity of partner CSOs to address governance issues in innovative ways.* ‘

As described in the summary, each of the teams with whom we work have developed professionally and will be able to use what was learned in collaboration with SFCG on other projects.

10. Cross-cutting issues

Children and Youth

While the series is popular with all age groups, young people are special targets for the programmes. "Youth empowerment" underpins the entire series as the stories are told from the point of view of two young men who work together in spite of their differences to bring positive change to their families and their communities.

Excluded Groups.

The series makes every effort to include – and humanise – excluded groups. For instance, there are stories about how people with AIDS should be treated, battered women, minority rights and the plight of undocumented workers or refugees.

Gender Equality.

Issues involving women and gender are an integral element of the project. For example, there are plot lines that discuss spousal abuse, forced marriages, and pressure for young women to wear the veil.

The themes represented in each series is outlined in Table Three.

Table Three: Dramatized Themes in The Team			
TV Themes	Themes Represented		
	CIV	Kenya	Morocco
AIDS	x		
Child Soldiers	x		
Corruption	x	x	x
Elitism: Rich/Poor Divide	x		x
Environmental Degradation.	x		
Identity Cards	x	x	
Impunity	x	x	
Justice, Human Rights & Rule of Law	x	x	
Land	x	x	
Mob Justice:	x	x	
Petty Bribery and Profiteering	x	x	
Promoting Participation in Civil Society	x		
Religious, Ethnic Tolerance and Xenophobia	x	x	x
Trafficking in Children	x		
Women's Issues – Sexual and Gender-Based Violence (SGBV)		x	
Youth Unemployment: Drugs and Violent Crime	x	x	x

11. Progress towards sustainability (year 2 onwards)

Not applicable

12. Innovation

SFCG was one of the first of its kind to use media as a tool for conflict transformation. ***The Team* breaks new ground because it is the first time a TV series of this type has been produced both locally and globally at the same time.**

The specificity of our intervention model can be summarized in the following way:

- Integration of several tools within comprehensive programmes: combining media production with dialogue, outreach, training, theatre, capacity strengthening, and/or other tools;

- Action at different levels of society: intervening at the grassroots, civil society and political levels;
- Deep grounding in the societies in which we work, both thanks to our long-term approach and to our talented and representative local teams;
- Ability to innovate and respond quickly to changes in context, based on our presence on the ground and our deep understanding of the societies in which we operate;
- Ability to work in a variety of types of partnerships: including strengthening others' work by using Common Ground approaches.

While we are best known for our media programmes, it is the combination of our different interventions that allow us to deeply affect the fabric of a given society, helping individuals, communities and institutions adopt a constructive approach to their conflicts and to one another. We refer to this model of intervention as “societal mediation” or “societal conflict transformation”, depending on the audience and context.

Innovation specific to the countries:

In Côte d'Ivoire, ***L'Equipe*** is one of the first series to tackle governance issues. It is also one of the few original TV programs created by Ivoirians for Ivoirians to be screened in rural locations. In Kenya, it is also one of the first, if not the first TV series to address the fall out of the 2007-2008 post election violence.

13. Learning from GTF

Lessons about adapting methods: DM&E

Since the start of this project and particularly as we've progressed with this project in our first three countries, we have been working on improving the log frame through delving deeper into creating better methods to capture quantitative and qualitative data. As of this writing, we are working with UPeace, our main D,M&E partner on refining those tools. We will update KPMG and Triple Line when those documents are ready for feedback.

Annexes

Annex 1 –

Achievement Rating Scale:

As none of the series had been broadcast prior to March 31, 2009, it is premature to submit information requested on Annex 1.

Annex 2

Most up to date Programme Logframe

Changes will be submitted to KPMG for evaluation.

ANNEX 3
FINANCIAL REPORT

A3.1 Programme Identification

1. GTF Reference No.	GTF - 170
2. Organisation Name	Search for Common Ground

A3.2 – Reporting Period

1. Start of Period	01April 2008
2. End of Period	31 March 2009

A3.3 – Funds received from DFID during Reporting Period

Payment No.	Date Received	Amount
Payment 1	17/10/2008	£1,085,662
Payment 2	6/1/2009	£542,799
Payment 3		
Payment 4		
Total received during Period		£1,628,461

A3.4 Expenditure During Reporting Period

Budget Category	Agreed Budget	Actual Expenditure	Variance	Variance %
	1 Apr 08 - 31 Mar 09	1 Apr 08 - 31 Mar 09		
Staff (Salaries & Benefits)		GBP		
Executive Producer	£ 12,403.75	£ 19,644.34		
Roving Producers/CGP Staff	£ 39,692.00	£ 13,986.15		
Subgrants Manager	£ 27,288.25	£ 17,080.86		
Outreach Coordinators	£ 11,907.60	£ 16,095.90		
Total Staff (Salaries & Benefits)	£ 91,291.60	£ 66,807.24	£ 24,484.36	27%
Travel				
International & Ground Travel	£ 18,854.00	£ 10,838.73		
Total Travel	£ 18,854.00	£ 10,838.73	£ 8,015.27	43%
Partner Allocations				
Outreach	£ 148,845.00	£ 91,222.99		
Media Production	£ 1,230,452.00	£ 1,097,352.47		
M&E	£ 15,876.80	£ 122,789.78		
Total Partner Allocations	£ 1,395,173.80	£ 1,311,365.24	£ 83,808.56	6%
Operational Support				
Training	£ 10,171.08	£ -		
Technical Support (media)	£ 17,365.25	£ 7,011.91		
M&E Support	£ 2,976.90	£ 9,413.68		
Communications	£ 3,175.36	£ 2,563.85		
Office/Utilities	£ 11,907.60	£ 8,975.32		
Total Operational Support	£ 45,596.19	£ 27,964.76	£ 17,631.43	39%
Total Direct Costs	£ 1,550,915.59	£ 1,416,975.97	£133,939.61	9%
Indirect Costs (5% of Direct Costs)	£ 77,545.78	£ 70,848.80	£ 6,696.98	9%
Total Budget	£ 1,628,461.36	£ 1,487,824.77	£140,636.59	9%

A3.5 Expenditure to Date				
Budget Category	Agreed Budget	Actual Expenditure	Variance	Variance %
	1 Apr 08 - 31 Mar 09	1 Apr 08 - 31 Mar 09		
Staff (Salaries & Benefits)		GBP		
Executive Producer	£ 12,403.75	£ 19,644.34		
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Total Budget	£ 1,628,461.36	£ 1,487,824.77	£140,636.59	9%

ANNEX 4

Materials produced through March 31, 2009.

Côte d'Ivoire: 16 scripts and 16 episodes of half hour TV episodes of *L'Equipe*.

Kenya: 13 scripts of *The Team*

Morocco: 26 scripts of *L'Equipe*

All written and video material available upon request

ANNEX 5

Summary of Progress

Though this piece appeared in the first quarter of 2009-2010, *The Team* has been featured on DIFD's website: <http://www.dfid.gov.uk/Media-Room/News-Stories/2009/Football-soap-kicks-off-in-Kenya/>

Production: Cote d'Ivoire



Production: Kenya