



Making Media Partnerships Work – Be C.L.E.A.R.

A Media Partnership Review of the Girl Power Alliance

December 2015 – Dennis Bednar

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Cover Page Photo:

The *News Generation* anchor during the filming of
MultiTV's children's news programme in Ghana.
(Photo by author, July 2015)

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Note to reader:

Dear reader, this document is supposed to be read as an interactive report. It requires your participation! There are links, pictures, videos, and websites for you to click on. I believe this is part of the learning process. Make sure to click on specific Chapters that interest you, watch videos made by partners, look at the pictures, and read quotes in textboxes by respondents to learn more. Enjoy!

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I. Executive Summary

Over the past 5 years (2011-2015), Free Press Unlimited (FPU) has been implementing a project as part of the Girl Power Alliance, an Alliance of 6 Dutch civil society organisations under a grant scheme from the Dutch Ministry of Foreign Affairs. The Girl Power Alliance consists of: [Plan Nederland](#) (lead applicant), [Child Helpline International](#) (CHI), [Defence for Children-ECPAT](#) (DCI-ECPAT), [International Child Development Initiatives](#) (ICDI), [Women Win](#), and [Free Press Unlimited](#). The Alliance is one that was formed due its diversity, from sports, to telecommunication, to large-scale media, in promoting gender equality and children's rights. Free Press Unlimited joined the Alliance because of their expertise of media development and because the media is seen as playing an important role in informing the public, which includes children, so that one can make an informed decision.



The Girl Power Programme

The Alliance initiated the Girl Power Programme with the objective of building and strengthening civil society to ensure that girls and boys enjoy all rights and can fully participate in the social, economic, and political development of their communities. The Girl Power Programme is initiated in 10 countries: Bangladesh, Bolivia, Ethiopia, Ghana, Liberia, Nepal, Nicaragua, Pakistan, Sierra Leone, and Zambia. There are four thematic areas the Alliance focuses on: 1) protection against violence and abuse, 2) access to (post-) primary education, 3) socio-political participation, and 4) economic empowerment of girls and young women. In each country, Country Steering Committees were formed with partner organisation representatives to stimulate exchange within the Alliance.

Working Together in Different Countries

During the Girl Power Programme it became clear that the extent to which the media component was integrated between the Free Press Unlimited media partner and

non-governmental organisation (NGO) partners differed per country. In order to review the reasons behind those differences and learn from them for further opportunities, this review was designed. It is explicitly not conducted for accountability purposes of the Girl Power Programme outputs, but rather for learning, specifically focusing on experiences of collaborations between a national media partner and thematic-oriented NGOs (TONGOs)¹ using Ghana, Nepal, and Bolivia as case studies. With this review, Free Press Unlimited hopes to be able to improve strategies for future collaborations within platforms or alliances with non-media partners (such as the thematic-oriented NGOs).

Within the Girl Power Programme, Free Press Unlimited implements the [WADADA News for Kids](#) programme, a network of children's television news programmes around the world. WADADA News for Kids was initiated in 2004 in Suriname. Within the Girl Power Programme, WADADA News for Kids projects was introduced in Bangladesh, Bolivia, Ghana, Liberia, Nepal, Nicaragua, Sierra Leone, and Zambia. This study will focus on Ghana, Nepal, and Bolivia.

In Ghana, the Girl Power Programme partners that worked together (as part of the Country Steering Committee) were:

- [Plan Ghana](#),
- the Ghana NGOs Coalition on the Rights of the Child (GNCRC),
- the African Movement for the Prevention of Child Abuse and Neglect (AMPCAN)
- and [Defence for Children International-Ghana](#) (DCI-Ghana).

¹ Thematic-oriented NGO (TONGO) is used for practical purposes to make a distinct difference between the media partner and other partners of the Alliance. This was **NOT** used in any other Alliance documents and only will be used for purposes of this research.

The media partner, [MultiTV](#), was not an active Country Steering Committee member. In Nepal the Country Steering Committee partner organisations were

- [Child Workers In Nepal](#) (CWIN),
- [Plan Nepal](#),
- [Empowering Women of Nepal](#) (EWN)
- and the [Nepal Forum of Environmental Journalists](#) (NEFEJ)

The media partner, NEFEJ, was an active member in the Country Steering Committee.

The Country Steering Committee in Bolivia consisted of

- [Plan Bolivia](#),
- [Fe y Alegría](#),
- Centro de Investigación y Promoción Educativa (CIPE),
- [Centro de Capacitación e Investigación de la Mujer Campesina de Tarija](#) (CCIMCAT),
- [Defensa de Niñas y Niños Internacional - Bolivia](#) (DNI-Bolivia),
- [Centro de Promoción de la Mujer Gregoria Apaza](#) (CPMGA),
- [Chaski Educativ](#),
- [Capacitación y Derechos Ciudadanos](#) (CDC),
- and the media partner Nicobis.

Nicobis played an on and off role within the Country Steering Committee.

About This Study

In this study, an appreciative media partnership review was conducted in order to analyse the varying degrees of collaboration between a media partner and thematic-oriented NGO. Three countries of the Girl Power Programme were used for comparison: Ghana, Nepal, and Bolivia. Those countries have been selected based on previously formulated hypotheses about the degree of integration of the media component between the media partners and thematic-oriented NGO partners. The review relates to MultiTV in Ghana, NEFEJ in Nepal, and Nicobis in Bolivia within the Girl Power Programme.

Through qualitative research at the policy, strategic, and mainly programmatic level of the Alliance, the following question was investigated: **What can Free Press Unlimited learn from the perceptions of the role and added value of partnerships between a media partner and thematic-oriented NGO partner in the Girl Power Programme based on a policy, strategic, and programmatic level?** In order to achieve this analysis, different methodologies have been applied such as desk research, in-depth interviews, the Most Significant Change technique, focus groups, and follow-up surveys.

Main Conclusions

The main conclusions of this study are:

- Girl Power Programme partners, including the media partner, agree that often media forget children's issues but, nevertheless, the **media can create outreach, visibility, and invoke participation** for children.
- There was **confusion regarding what the role of the media partnership would be**. One to reach a goal (stories on gender equality) or to be an Alliance tool (communication platform). This was due to the timing of the partnerships and selection of partners from a policy/strategic to programmatic level. For example, in Ghana a different partner was originally selected and then, due to a shift in Free Press Unlimited policy, an audio-visual programme was set up with MultiTV. The undefined role of the media partners was based on the perceived and expected roles of the media partner within the Girl Power Programme.
- Organisational differences in the **geographical programme coverage, programmatic roles, thematic focus, and type of organisations** influenced the effectiveness of the media partnerships. The media component often had more of an urban geographical coverage, as mentioned in the case of the Bolivia Girl Power Programme, due to the audio-visual medium used. The programmatic roles were often considered too diverse and whether the media partner was a commercial (MultiTV in Ghana) or public (NEFEJ in Nepal) partner influenced the degree to which the media partnership was effective. Nonetheless, the joint thematic focus on Girl Power made collaborations between the media partner and thematic-oriented NGO partners more effective.
- The efficiency of the media partnerships was hampered by factors such as the **physical locations of partners, differing (financial) partnership schemes, and a thematic overload**. The partnership between a media partner and thematic-oriented NGO partner was often seen as far away from some constituents. In each country, contractual and financial differences created confusion on the participation of the media partner. Lastly, the language and terminology used created a (false) assumption that every partner was on the same page.
- The perceived added value of the media partnership differed per country from a minimal added value (Ghana) to a high added value (Bolivia & Nepal). The general perception on the impact of a media partnership was, on all levels, that it allowed for the **documentation of changes in mind-sets**, such as the Girl Camp story in Ghana or the story of the *Carta Organica* in Bolivia.



Furthermore, the added value of the media partnership was that it facilitated **institutional learning and experience** for all partners regarding partnerships between the media and NGOs. These were seen as the most significant changes from the media partnership.

- There is a desire to continue the media partnerships in Ghana, Nepal, and Bolivia if the **structure of the partnership is reassessed**, the **mandate of the media partnership is made explicit** (at a policy, strategic, and programmatic level), and **synergy is renewed** between partners.

Lessons Learned

Based on these observations and nurtured by the various interviews, there are many lessons to be learned at a policy, strategic and programmatic level in the coordination of strategies between a media partner and the thematic-oriented NGOs. These lessons can be categorized into 6 central categories:

- **Media partners are critical** ones to advocate for children's issues. The media can enhance participation of children within society, increasing visibility and outreach, to an extent that is much needed.

- **Defining roles of the media is essential** for a media partnership to work. If the intention is to work as equal partners, then the integration of the media partnership must be defined explicitly.
- **Diversity needs to be acknowledged.** This lesson is applicable to all levels of the Alliance but is especially relevant regarding the media component. By acknowledging the differences between organisations and partnerships, such as the 18-month contracts with Free Press Unlimited or working with a commercial partner, stronger partnerships can be established.
- **Sharing needs to be explicitly integrated** into a media partnership. At a Dutch-Alliance and programme level, there was a lack of sharing of projects, lessons learned, and best practices between partners. The lesson learned was that when working with a new kind of partner, such as a media partner, this is essential to understand one another.
- **Timing of partnership** needs extra consideration. At all levels, a general lesson learned was that there is a need to focus on when (the timing) a partnership is being established because this phase decides how the rest of the partnership would unfold. The importance of being part of a partnership from the set-up was stressed as important.
- **Collective action is powerful** was recognized as a lesson learned by all partners. For effective implementation, partnering was seen as necessary. The media partners as well as the thematic-oriented NGOs saw partnering as a powerful and needed manner of further implementation.

Ten recommendations

From the conclusions and lessons learned, 10 recommendations can be given for future partnerships between media partners and more thematically oriented NGOs:

1. **Define roles** – The purpose of the media component within the programme needs to be clearly defined, by Free Press Unlimited and their media partners, but also by other more thematically oriented partners. Is it going to be a communication tool or means of reaching a goal (such as gender equality)? This goes beyond just the role of the media partner but refers to the role of the media partnership as a whole. One way of doing this is through collectively creating Memorandums of Understanding (MoUs) with all partners/Alliance members.
2. **Take time for Alliance building** – As the media partner tends to work differently, more time needs to be taken to establish a partnership. This needs to be made explicit and formally integrated into the Alliance-building process. This can be done through partnership

agreements, formal introductions, and face-to-face meetings with the purpose of Alliance building.

3. **Define 'communication' in the context of the programme** – As thematic overload due to terminology used was seen as an obstacle for building a strong media partnership, defining terminology is essential. As the role of the media partner was often seen as “*taking care of the communication*”, there is a need to define what communication means in the context of a programme. This needs to be jointly done at a policy/strategic (Dutch Alliance members including Free Press Unlimited) level and at a country level. These definitions need to be made explicit and shared to manage expectations.
4. **Collectively outline a communication strategy** – A major challenge in all the countries was that there was no collective communication strategy. By following up on this recommendation, an internal and external communication strategy can be defined that includes the media partner but is not centred only around the media partner. In other words: the communication strategy should be more than Free Press Unlimited and the media partner.
5. **Showcase** – To support this way of networking and partnering, there needs to be a willingness to integrate and explicitly share projects, lessons learned, and best practices at all levels of the Alliance: showcasing. This can be integrated into an already existing monitoring system. The media partner and Free Press Unlimited can contribute a lot to this through the use of new technologies.
6. **Assess & adjust language used** – Due to organisational differences between the media partners and more thematic-oriented NGOs, more consideration needs to be placed on the language used. A space and time for discussion on pre-defined output indicators and result areas needs to be created. Free Press Unlimited and other Dutch Alliance members did not place enough emphasis on this. By doing so, it will allow for further ownership of the Programme by the media partner.
7. **Monitor outcomes** – When partnering with the media, outputs do not have as much importance as outcomes. These outcomes need to be monitored, especially in complex partnerships or Alliances with a media partner and more thematic-oriented NGOs. Consider using the Most Significant Change technique at a beneficiary level for more learning about the outcomes of the media programme.
8. **Engage the media in learning process** – The media should be engaged as a partner to document more learning between partners. Media have innovative

means of documenting and sharing. A media partner can focus on this as a means of information for partners but also as a tool for expertise or trainings in how to engage media.

9. **Expectations and perception management** – Each organisation has their own expectations and commitments, including a media partner. There is a need to acknowledge the complexity of working in such a large Alliance and with the media by sharing expectations. Collaboratively make managing expectations explicit in partnership agreements and meetings to create clarity. This can be facilitated through an external partnership broker or very careful alliance management at all levels.
10. **Creative partnering** – There should not be a fear to partner. Experiences of others should be used to learn and move forward. Partnering with different organisations and sectors requires a lot of time and resources; however, the amount that can be learned is much greater. Partnering does not have a concrete format, so based on the repertoire of experiences within the Alliance, there is a lot of inspiration such as a traveling film festival as in Nepal, a girl reporter programme as in Bolivia, or covering Programme events like in Ghana. Use this wealth of experience to creatively design further partnerships.

Based on these, a simple guideline can be given for Free Press Unlimited, media partners, but also thematic-oriented NGOs:

When establishing a partnership, you need to be **C.L.E.A.R.**

Communication needs to be defined and internally/externally outlined
Language and terminology used should constantly be reassessed
Expectations and differences should be managed by being made explicit
Added value of partners needs to be shared
Role of the media needs to be defined

II. Introduction

In the Netherlands, under the MFS-II (Medefinancieringsstelsel 2011-2015) grant scheme from the Dutch Ministry of Foreign Affairs, an Alliance of 6 Dutch civil-society organisations was formed. This Alliance, of which Free Press Unlimited (FPU) was a co-applicant, was known as the Girl Power Alliance² (GPA). The Alliance was established to tackle one particular issue: that “girls are especially vulnerable and risk being left behind”³. Members of the Alliance have a shared vision, and underlying assumption behind successful collaborations. Over the past five years, Free Press Unlimited has been part of 5 MFS-II Alliances, collaborating with numerous partners on various themes. Therefore, Free Press Unlimited is keen to learn from each one of these partnerships.

An observation was made that degrees of collaboration between the Free Press Unlimited media partner and other non-governmental organisations (NGOs) differed per Alliance, per country, and per project. These differences were observed in the Girl Power Alliance too, yet they had never been made explicit. Thus, this appreciative review was conducted in order to describe this using Ghana, Nepal, and Bolivia as cases. This review is not conducted for accountability purposes of the Alliance outputs, but rather for learning, specifically focusing on experiences of collaborations between a media partner and NGO. It links closely to a point on the Girl Power Alliance Learning Agenda regarding what can be learned from strategies of effective alliance building⁴. This just hones specifically on the media component.

In this introduction I will describe the Girl Power Alliance, the Girl Power Programme the alliance implements with a focus on Ghana, Nepal, and Bolivia, the WADADA News for Kids programme that Free Press Unlimited implements and

an overview of the media landscape in the three country-case studies. The subsequent chapters will introduce the scope of this media partnership analysis followed by a discussion of the results, providing lessons learned and recommendations for future partnerships between media organisations and thematic-oriented NGOs (TONGOs)⁵.

2.1 Girl Power Alliance (GPA)

The Girl Power Alliance consists of the following organisations: [Plan Nederland](#) (lead applicant), [Child Helpline International](#) (CHI), [Defence for Children International-ECPAT](#) (DCI-ECPAT), [International Child Development Initiatives](#) (ICDI), [Women Win](#) (WW), and [Free Press Unlimited](#). Efforts are complementary as the Alliance combines specialized organisations (gender and sports, telecommunication, and media) with expertise of child rights organisations (specifically for girls). For instance, the methods and tools used by Women Win to address gender-based violence through sports can be combined with referrals to child helplines (CHI) and media projects (Free Press Unlimited and Plan Nederland). This combination of approaches (in sports, large-scale media, and telecommunication) as well as thematic expertise on child rights allows the Alliance to speak the language of its beneficiaries (children and youth) and creates a multiplier effect in terms of outreach. Free Press Unlimited joined the Alliance because of their expertise of media and development and because the media is seen as playing an important role in educating and informing the public, which includes children⁶. The Girl Power Alliance has a specific organisational structure ([Figure 1](#)), which is divided into a policy/decision-making level and an implementing/operational level.

² In 2013, the name of the CRA changed to the Girl Power Alliance (GPA) to specifically focus on girls. (Follow-Up GPA Partnership Review, 2015)

³ (GPA Application, 2009)

⁴ (GPA Learning Agenda, unknown date)

⁵ TONGO is used for practicality, in order to make a distinct difference between the media partner and other organisations of the Alliance. This was NOT used in any other Alliance documents and will only be used for purposes of this research.

⁶ (GPA Application, 2009: 9)

The structure of the Alliance emphasizes the relevance of a policy, strategic, and programmatic level analysis. The policy/decision-making level consists of a Board of Directors (BoD) and a Dutch Steering Committee (DSC). The Board of Directors represents the policy level and the Dutch Steering Committee is a mix between the policy and strategic levels. The implementing/operational level is translated to the strategic and programmatic levels. This level consists of the Girl Power Desk (GPD), at the strategic and programmatic level, and then the Country Steering Committee (CSC) and local partner organisations at the programmatic levels. Additionally, **Figure 1** portrays that there is an assumption that all partners, regardless of individual organisations' differences, form collective groups such as the Country Steering Committee. To what extent has the media component been integrated?

A unique element of this Alliance is its "diversity, regarding approach, scale, thematic expertise, network, and (geographical/political) area of influence".⁷ Plan Nederland provides a strong institutional network alongside a community/grass-root presence. Child Helpline International supplies the Alliance with information on issues affecting girls and young women. DCI-ECPAT brings socio-legal support and knowledge on lobbying and advocacy whilst ICDI provides a network of NGOs with research capacities. Women Win empowers girls and young women through sports and Free Press Unlimited provides a greater public awareness of children's issues. This range of organisations has created a wide array of opportunities to collaborate in reaching a bigger Alliance mission.

2.2 Girl Power Programme (GPP)

The Girl Power Alliance initiates the 'Girl Power: Promoting Equal Rights and Opportunities for Girls and Young Women' programme, a €52 million programme which is carried out in 10 countries: Bangladesh, Bolivia, Ethiopia, Ghana, Liberia, Nepal, Nicaragua, Pakistan, Sierra Leone, and Zambia. The programme's overall objective is to build and strengthen civil society to "ensure that girls and boys enjoy all rights and can fully participate in the social, economic, and political development of their communities"⁸. The programme specifically addresses four key strategic (thematic) areas inspired by the recommendations of the United Nations Task Force on Gender Equality to accelerate progress on Millennium Development Goal 3: promoting gender equality and promoting women. These areas are: 1) protection against violence and abuse, 2) access to (post-primary) education, 3) socio-political participation, and 4) economic empowerment of girls and young women.

In line with the Theory of Change of the programme, Girl Power partner organisations work at four levels of intervention: the individual, institutional, socio-cultural, and civil society level. Additionally, a Learning Agenda has been integrated into the monitoring and evaluation (M&E) cycle of the Girl Power Programme on collective learning in regards to: a) the institutional requirements and arrangements for effective child protection services, b) the role of boys and men, c) the conditions and opportunities for girls and young women to participate in civil society, and d) strategies for effective alliance building. This review

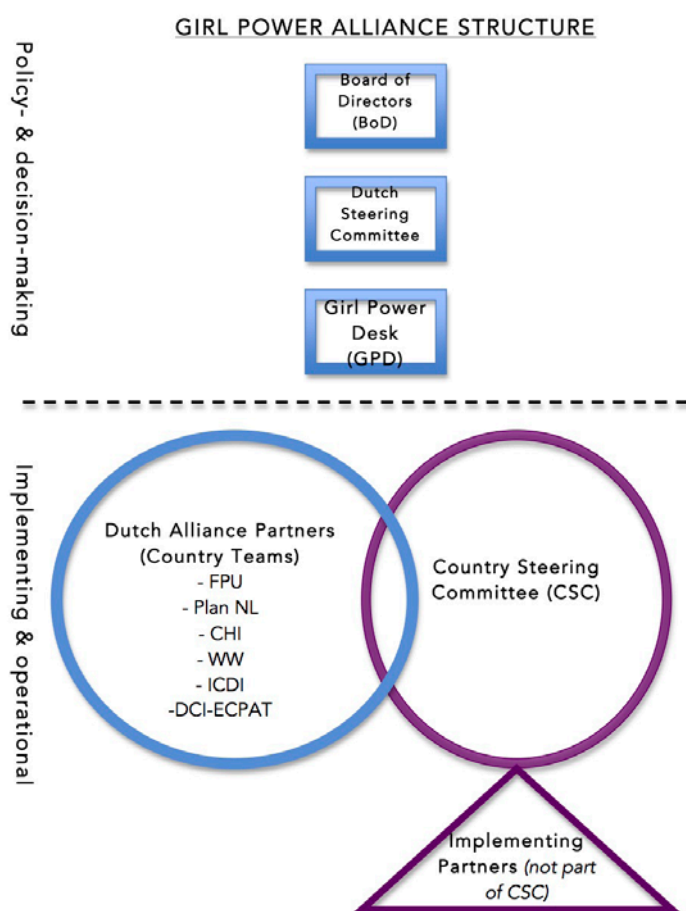


Figure 1 - Structure of the Girl Power Alliance. Blue represents Dutch positions and purple represents local in-country partner roles. (Adapted by author from Girl Power Operational Manual, 2009)

⁷ (2014 Girl Power Alliance Annual Report, 2015:11).

⁸ (GPA Application, 2009: 9)



Brochure from the Ghana Girl Power Programme

is an additional resource for this last point on the Learning Agenda. The Girl Power Programme differs per country, as not each Alliance member is active in each country (see [Appendix A](#)). Therefore, an overview of the Programme in each researched country will be provided.

2.2.1 Ghana

Four of the six Dutch Alliance members have been active in Ghana with local implementing partners: Plan Nederland, Child Helpline International, Defence for Children-ECPAT, and Free Press Unlimited. All result areas are incorporated in the Ghanaian Girl Power Programme, which includes protection against violence, socio-political participation, economic participation, and (post-) primary education. According to the Mid-Term Evaluation, the Girl Power Programme was proceeding well but needed to capitalize on opportunities.⁹ In 2014, the Mid-Term Evaluation recommendations had been followed-up on through: 1) engagement of boys & men, 2) adjusting activities to protection against violence, economic empowerment and education, 3) strengthening effectiveness at an institutional level, 4) capacity strengthening of the Country Steering Committee (and

implementing) partners, 5) developing a monitoring & evaluation (M&E) strategy, and lastly 6) establishing a stronger collaboration with MultiTV (the Free Press Unlimited media partner). At this point, the Girl Power Programme is on track for all Alliance members in Ghana.¹⁰ In 2014, the media component in Ghana was seen as contributing to the creation of a climate for socio-political participation of children¹¹.

2.2.2 Nepal

In Nepal, five of the six Dutch Alliance members have been active with local implementing partners: Plan Nederland, Child Helpline International, ICDI, Women Win and Free Press Unlimited. The Girl Power Programme in Nepal focuses on two of the four result areas: protection against violence for girls and young women and economic participation of girls and young women. According to the Mid-Term Evaluation, the programme outputs had contributed to the intended outcomes in each of these thematic areas. However, the programme had started late in Nepal and there were limited available resources¹². In 2014, the Programme outputs in Nepal continued to

¹⁰ (2014 GPA Annual Report, 2015: 60-61)

¹¹ (2014 GPA Annual Report, 2015)

¹² (Mid-Term GPA Evaluation Report, 2013)

⁹ (Mid-Term GPA Evaluation Report, 2013).

effectively contribute positively to the intended outcomes of the programme. The Country Steering Committee, regardless of geographical or communication challenges, continued to regularly meet. The media component has been further integrated by means of trainings on the making of sustainability and business plans given by Free Press Unlimited, selection of a new broadcaster with further outreach, and covering events together such as the International Day of the Girl Child¹³.

In April 2015, a 7.8 magnitude earthquake struck Nepal followed by a series of aftershocks. The Girl Power Programme areas were not amongst the hardest hit of the country. There were no casualties among Girl Power beneficiaries and staff, however the Programme was affected due to general disruption of public and private life. The programme was on hold for around 4 weeks, but then continued.¹⁴

2.2.3 Bolivia

The Bolivia Girl Power Programme had four of the six Dutch Alliance members active with local implementing partners: Plan, Child Helpline International, Women Win and Free Press Unlimited. In Bolivia the focus is on three of the four result areas under the Girl Power Programme framework: protection against violence for girls, socio-political participation, and (post-) primary education of girls and young women. The Country Steering Committee in Bolivia is composed of all local implementing partners and has a district/municipal division per organisation. According to the Mid-Term Evaluation, after a delayed start of the Programme, the outputs had contributed to the intended outcomes in each of these thematic areas, especially at the individual level. The theme of protection against violence was the theme where most focus was placed¹⁵. In 2014, the Programme outputs in Bolivia continued to be in line with the programme targets. The Country Steering Committee met on a regular basis in order to “review programmatic progress, to align activities and share and learn about matters of common concern”¹⁶. Free Press Unlimited has initiated a specific project, WADADA News for Kids, within the Girl Power Programme, which is also implemented in Ghana, Nepal, and Bolivia.

2.3 WADADA News for Kids

Free Press Unlimited implements the WADADA News for Kids programme¹⁷ in the Girl Power Programme. This programme was first implemented in 2004 in Suriname by the Dutch media development NGO, Free Voice¹⁸. The mission of the WADADA News for Kids programme is to inform children and youth with objective and understandable news whilst providing a platform for children to freely express their opinions. As children consume tremendous amounts of media from various sources, few programmes inform about children’s realities in a comprehensible manner. An underlying assumption behind the WADADA News for Kids programme is that by providing daily children’s news (human interest stories and topics children are interested in), knowledge and curiosity about current affairs, democracy, and culture will be stimulated. This will lead to a better-informed and empowered news generation that is more likely to make the rights decisions to improve their society. This connection of a child’s right to freedom of speech fits in line with the vision of the Alliance.

Making news for children requires specific journalistic capacity building and a start-up budget, which Free Press Unlimited provides. Media partners in the Alliance are equipped with a unique training programme and necessary starting finances for 18 months. Under the Girl Power Programme, technical capacity and a sustainability/business plan are built. Free Press Unlimited implemented the WADADA News for Kids programme in Bolivia, Nicaragua, Ghana, Zambia, Nepal, Bangladesh, Liberia¹⁹, and Sierra Leone (see Figure 2). After the 18-month start-up funding from Free Press Unlimited, these partners are part of a vast network of over 15 varieties of WADADA News for Kids partners, a number that continues to expand. In most countries, the programme has been well established in society and the target audience has claimed ownership of the programme. Yearly, Free Press Unlimited organises the WADADA News for Kids Summit for all partners of the network. The WADADA News for Kids partners is a mix of non-profit NGOs, private multimedia organisations, and television stations that produce and/or broadcast television programmes.

17 Originally known as the Kids News Network (KNN)

18 In 2011, Free Voice merged with another Dutch media development NGO, Press Now, and the international department of the Dutch media-training institute RNTC to form Free Press Unlimited. Note that Free Voice was the NGO that was part of the inception of the GPA but after the merger, Free Press Unlimited was the Alliance partner.

19 In Liberia, an alternative “Girls Making TV” participatory video production was established under the Girl Power framework.

13 (2014 GPA Annual Report)

14 (GPA Update April 2015)

15 (Mid-Term GPA Evaluation Report, 2013)

16 (2014 GPA Annual Report, 2015; 82)

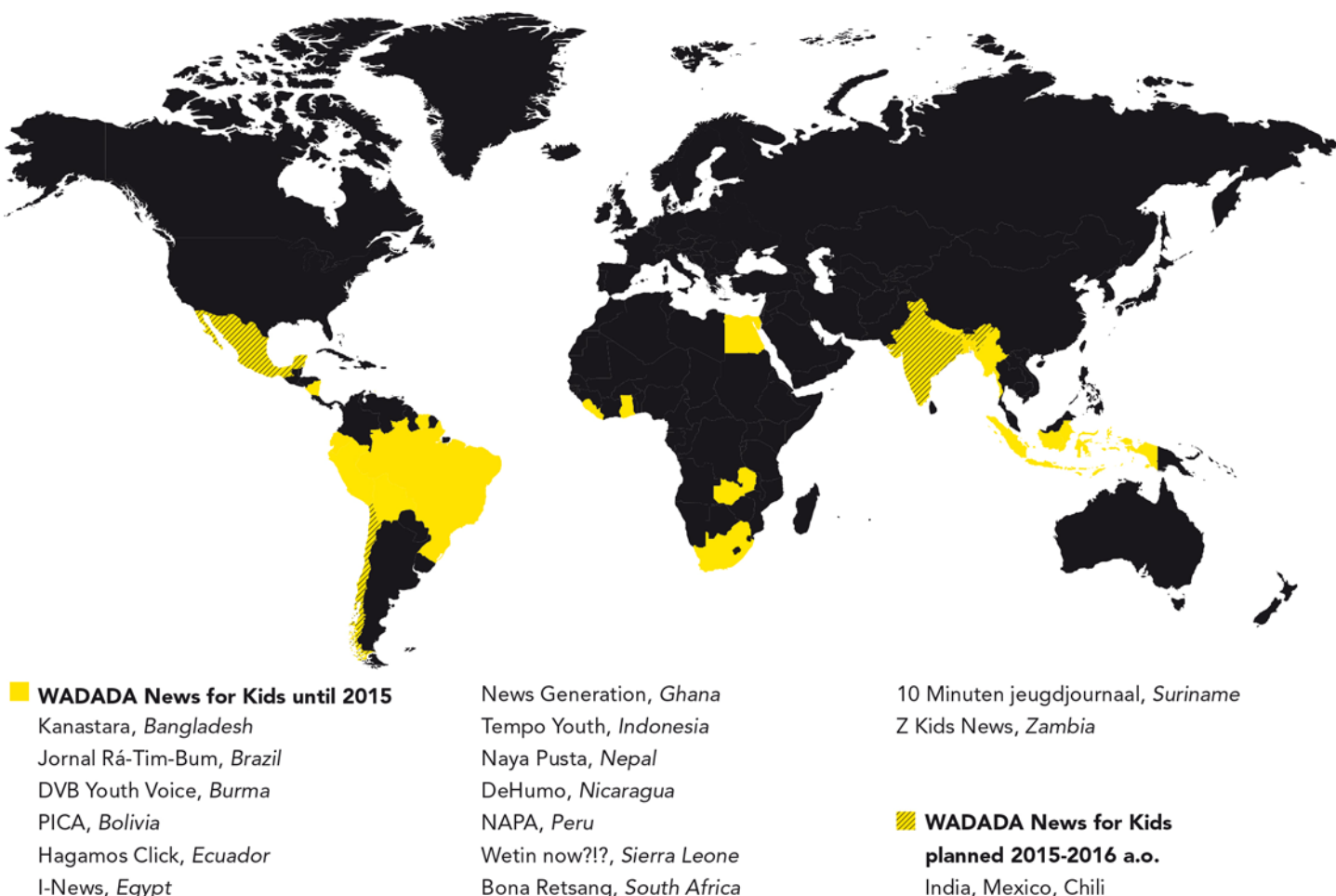


Figure 2 – All WADADA News for Kids programmes until 2015. Only 8 of these countries are Girl Power Alliance countries. (Free Press Unlimited)

Free Press Unlimited imagined that the WADADA News for Kids programme in Girl Power Alliance countries would play a pivotal role within the Alliance of informing girls (and boys) about their rights and to contribute to social awareness, especially in regards to gender equality.²⁰ The programme generates public debate and awareness on social and cultural patterns of exclusion and discrimination. The WADADA News for Kids programme is a very unique project within the Alliance and is an example of just one programme implemented by a local Alliance media partner. As all the projects are part of a shared Alliance it could be assumed that a degree of collaboration exists between the WADADA News for Kids partners and the thematic-oriented NGO partners. Whether or not this occurred in line with the original vision of the Alliance remains a question. The specific WADADA News for Kids partners in Ghana, Nepal and Bolivia will be outlined below.

²⁰ (GPA Application, 2009)

2.3.1 [MultiTV](#) & [News Generation](#)

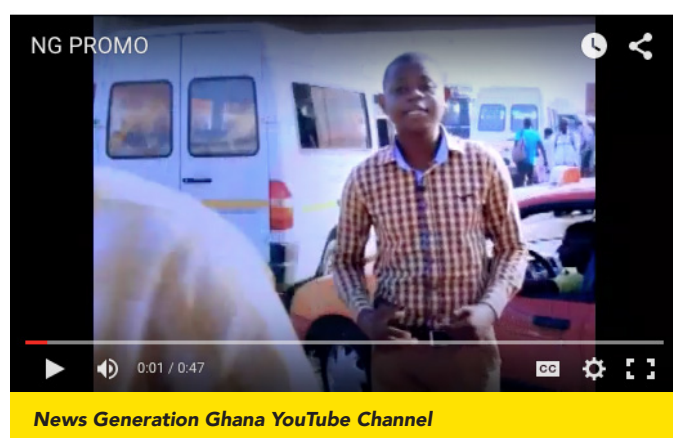


Before describing the Free Press Unlimited partner within the Girl Power Programme in Ghana, it must be noted that the implementing partner that was approached in Ghana during the application process of the Alliance is not the media partner that Free Press Unlimited had selected to work with. Originally, Free Voice approached a network of community radios. After the 2011 merger of Free Voice, Press Now, and RNTC into Free Press Unlimited, a shift in (Free Press Unlimited) policy occurred to include a television (visual) partner in the Programme in Ghana rather than a radio partner under the WADADA News for Kids framework. This report focuses specifically on

the partnership with MultiTV within the Alliance but this background information cannot be disregarded.

MultiTV, Free Press Unlimited's local implementing partner, is a major media company; a multi-channel satellite broadcaster that operates 10 TV channels, one being the "4 Kids Channel". MultiTV is the television network that is part of the Ghanaian owned Multimedia Group Limited, a group consisting of radio stations, TV channels, and websites. The WADADA News for Kids children's news programme in Ghana is News Generation, created as a 30-minute news magazine for children and youth aged 12-15 to be shown twice a week on 3 channels. The project started in August 2012 with a Free Press Unlimited contract till December 2013, which was extended until 2014. The first episode was aired in January 2013. At this point, MultiTV has reached up to over its 200th episode of News Generation. The purpose of the programme is to break down news for children.

Within the Girl Power Alliance, MultiTV focuses on the result area of socio-political participation with a national geographical focus. MultiTV has not actively participated in the Country Steering Committee but, as suggested in the Alliance Mid-Term Evaluation, there has been more emphasis within the Alliance to strengthen this collaboration. In 2014, News Generation reported on numerous stories that had an impact such as, raising funds for an operation for a boy with life-threatening hernia, to featuring the Kete Krachi school to highlight the bad state it is for the children, to even reporting on a teenage girl that is the breadwinner for her family who could now go to school.²¹ These are just a few examples of News Generation stories on their [YouTube channel](#).



21 (MultiTV Programme Report, 2014)

These stories represent a few highlights of News Generation in the past year, but there are also a few challenges that MultiTV faces. According to MultiTV, these challenges include a lack of a website, lack of access to in-depth stories from children, challenges regarding mobility, and lastly mentality of adults towards media.²²

2.3.2 NEFEJ & Naya Pusta



NEFEJ (Nepali Forum of Environmental Journalists) is an NGO founded in 1986 on the basis of promoting environmental journalism in Nepal. The objectives are related to lobbying and advocacy, capacity building of journalists, creating a philosophy and environment for journalists in Nepal, creating policy-level interactions with media and environment issues, and hosting sensitization programmes.²³ Within NEFEJ there is a production group, the Audio-Visual Department that is in charge of the children's news programme *Naya Pusta*. Free Press Unlimited has worked with NEFEJ since 2006²⁴ and then in 2011 by helping establish the children's news programme *Naya Pusta*.

The Audio-Visual Department has over 20 years of experience and commitment to both media and sustainable development, which was considered an advantage during the selection of such a partner to implement WADADA News for Kids in Nepal. NEFEJ and the Audio-Visual Department have a track record of producing TV programmes that have long-term development objectives as they have been producing a weekly environmental programme, documentaries, and traveling film festivals around Nepal. The Audio-Visual Department is not a broadcaster themselves, thus they have agreements with television stations in Nepal.

Although the WADADA News for Kids programme is primarily visual, NEFEJ has also created the same children's news programme for the radio. In Nepal there are over 200 community radio stations and since

22 (MultiTV Programme Report, 2014).

23 (Interview NEFEJ, September 14 2015)

24 As Free Voice, before the merger in 2011 to Free Press Unlimited.



NEFEJ Office (Photo by author, September 2015)

power cuts are a common occurrence, having such a radio network immensely expands the outreach of the programme. In 2013, the challenges that NEFEJ faced with Naya Pusta were centralized around covering children's issues across Nepal from rural and distant locations. This leads to two major challenges: 1) establishing teams of competent reporters and producers in different parts of the country, and 2) mobilizing resources to cover issues and events from across the country²⁵. Within the Nepal Girl Power Programme, NEFEJ focuses on both result-areas (protection and economic empowerment) and has a national geographical focus.

NEFEJ has reported on numerous stories that are believed to have an impact on children in Nepal. For example, in 2013 there was a programme about *Pipary* Secondary School at *Kolhapur* in the Banke district (Mid-West of Nepal), where most of the girls are married before the legal age. After the broadcast, a campaign was launched by a local NGO to create awareness among young girls to prevent child marriage. Another example is an orphanage that was opened for children living with HIV/AIDS after NEFEJ made an episode on this subject²⁶.

25 (GPP NEFEJ Qualitative Data Report June-Dec 2013)

26 (GPP NEFEJ Qualitative Data Report June-Dec 2013)



Naya Pusta episode The Vanquished on kids living with HIV/AIDS in Nepal

Most recently, following the earthquake in April, NEFEJ remained operational despite damage to the office, TV studio, archives and community radio transmitter.²⁷ A specific item was produced for *Naya Pusta* but also for the WADADA News for Kids World Edition, informing people around the world.

27 (GPA Update April 2015)



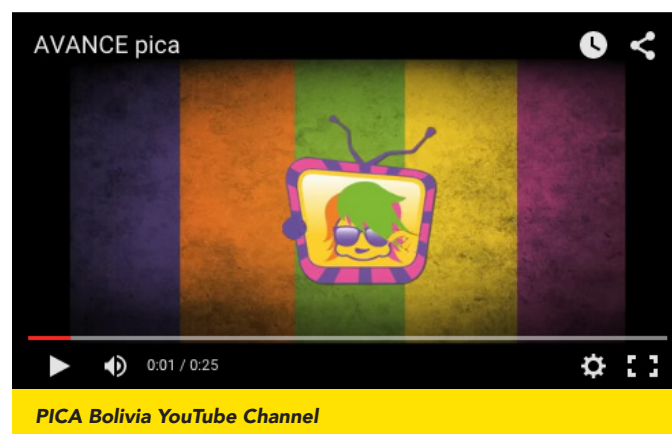
Under the WADADA Youtube clip on the earthquake the text “These are just a few examples of the types of stories that are covered on *Naya Pusta* as can be found on their [YouTube channel](#).

2.3.3 Nicobis & [PICA](#)



Nicobis, Free Press Unlimited’s local implementing partner in Bolivia, is a communication media centre for film and video with an extra publishing arm that has been around since 1981. Nicobis has a focus on producing high quality audio-visual and print material for the public in order to contribute to the development and understanding of Bolivian cultures, environments, gender equality, and education. Nicobis has a firm commitment to working with children from indigenous communities or

with disabilities.²⁸ This is shown through the production of video programmes on children and the Kolibri International Festival, a national video festival hosted by Nicobis directed to children and young audiences.

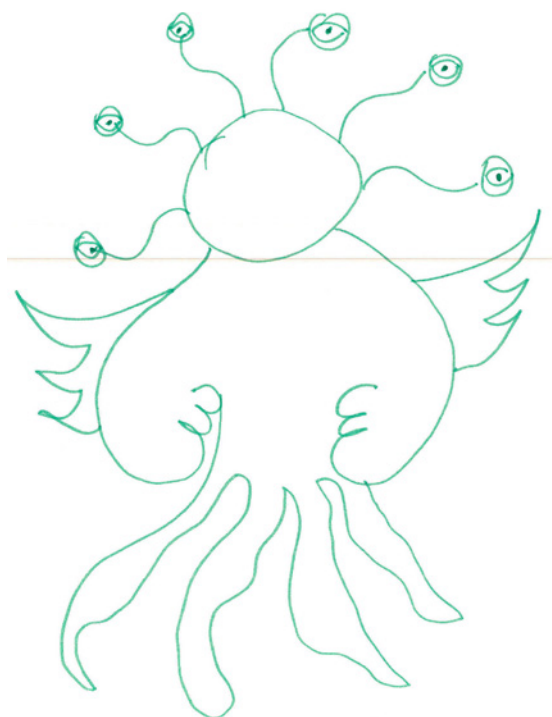


Under the WADADA News for Kids programme and the Girl Power Program, Nicobis established *PICA (Programmeas Inteligentes Con Adolescentes)*. The programme is produced by Nicobis but broadcast through a Free-to-Air national commercial broadcaster, ATB. The children’s news programme is targeted towards youth, aged 12-16 in Bolivia. The Free Press Unlimited contract with Nicobis started in 2011 and ended in November 2013, after an extension. What started as a weekly programme became a daily programme in 2012, increasing reach of the programme tremendously. *PICA* also includes pieces of news in sign language for the hearing impaired. *PICA* is seen as a great success in terms of content and reach, with an ever-growing audience. However, sustainability and funding remains a problem.²⁹ After the Free Press Unlimited funding stopped, Nicobis launched a campaign “Save *PICA*” where the audience donated to ensure sustainability. Additionally, audience members wrote letters to the ministries of education, communication and culture in Bolivia, ensuring funding for the programme till June 2014.³⁰

²⁸ (GPA Template Partner Projects – Nicobis, 2011)

²⁹ (FPU Assessment Final Report Nicobis, 2013)

³⁰ (FPU Assessment Final Report Nicobis, 2014)



Having partners draw what animal they associate the media with. Nicobis: 'No one creature that describes the media. Media is like a fantasy creature with multiple eyes on tentacles, wings, and legs to move around on. It moves fast but can also fly high to get a view of the whole situation'. (August 2015)

Currently, *PICA* is still an active member of the WADADA News for Kids network and has launched a *PICA* magazine, app, radio programme and fully functioning [website](#). In regards to the Girl Power Programme, *PICA* has been primarily covering various issues provided by partners. These episodes have covered numerous topics such as girl empowerment, education, environment, sports, health, sexuality, violence, and more from all over the country.

2.4 Media Landscapes: Ghana, Nepal, & Bolivia

In order to understand the role and added value of the media partnership, a brief description of the media landscapes in Ghana, Nepal, and Bolivia must be provided. This provides an understanding of the context in which these partnerships are unfolding, one where children are often disregarded.

2.4.1 Ghana

In Ghana, the overall climate for freedom of expression and press is relatively healthy for African standards. According to Reporters Without Borders and Freedom House, the quality of press and the media status in Ghana is one of the best in Africa³¹. The 1992 Constitution of Ghana explicitly prohibits censorship and pre-empts any licensing requirements for mass media resulting in privatization of the airwaves and television stations. The Ghanaian media landscape has been distinguished as playing an essential role in society on a political, cultural, and economic level. Overall, Ghana is ranked 22nd out of 180 in the Reporters Without Borders 2015 World Press Freedom Index³². Radio remains as the most popular medium in the country, with television increasing in popularity due to further accessibility³³.

31 (Freedom House, 2015 Press Freedom of Ghana; Reporters Without Borders, 2015. Press Index - Ghana).

32 (Press Reference, 2015).

33 (BBC, 2013. Ghana Media Profile).

2.4.2 Nepal

The media landscape in Nepal is considered extremely lively and diverse but as Nepal is a politically fragile country, media remains partly free³⁴. Nepal is ranked 105th out of 180 in the Reporters Without Borders 2015 World Press Freedom Index³⁵. The Nepalese government rigidly controls the press and, according to Press Reference, journalism is considered one of the most dangerous professions in Nepal.³⁶ Political instability and violence are seen as the main problems facing journalists in Nepal. Nonetheless, private broadcasting has flourished in Nepal over the past few years. Radio is still viewed as the medium by which most Nepali get information³⁷.

The findings, lessons learned, and recommendations have also been outlined specifically for each country. To skip to these particular reports click [here for Ghana](#), [here for Nepal](#), and [here for Bolivia](#).

2.4.3 Bolivia

The Bolivian media landscape is recognized as partly free³⁸. Private ownership of media platforms dominates Bolivia's media landscape, such as private newspapers and broadcasters. This is highly concentrated too. Over the past few years, there has been a rapid growth of state-owned media, which includes a network of community radios³⁹. Politics continue to play a big part in the media landscape of Bolivia; barriers the media face are closely related to politics. The media landscape is often defined as polarized⁴⁰. Nonetheless, strides have been taken in terms of technology and the media.⁴¹ Radio is the leading source of information in Bolivia, due to its reach into rural areas of the country. However, television and online media are a growing source of information for many, especially children and youth. However, television in Bolivia consists of limited quality children's programming; this is a changing sphere though⁴².

This background information on the Girl Power Alliance, the Girl Power Programme and the media component in Ghana, Nepal, and Bolivia, are the context in which this review is being conducted. The following chapters will outline the scope of this evaluation, discuss findings, and provide lessons learned and recommendations for future partnerships between the media and thematic-oriented NGOs.

34 (Freedom House – Nepal, 2015)

35 (Reporters Without Borders - Nepal 2015)

36 (Press Reference – Nepal, 2015)

37 (BBC, 2015 – *Nepal Country Profile*)

38 (Freedom House – Bolivia, 2015)

39 (BBC – Bolivia Country Profile, 2012)

40 (Reporters Without Borders – Bolivia Profile, 2015)

41 (Press Reference – Bolivia, 2015)

42 (BBC – Bolivia Country Profile, 2012)

III. Evaluation Scope

3.1 Objectives

Understanding the complementarity of the media component within the Girl Power Programme was the primary purpose of conducting a media partnership review. Free Press Unlimited wanted to focus on institutional learning from partnerships between media partners and thematic-oriented NGOs (TONGOs). This evaluation provides the Children, Youth & Media team of Free Press Unlimited with an additional resource to make an overall assessment about their role within the Alliance. Furthermore it also highlights the effect that such partnerships had on the Girl Power Programme, using Ghana, Nepal, and Bolivia as examples. The ethos of this research is to facilitate learning in regards to collaborating with a media partner in the future, by providing recommendations and lessons learned.

The scope of this review is at an institutional, Alliance-level. As it is a learning evaluation based on the perceptions of Alliance members, it does not act as an evaluation of the impact of the WADADA News for Kids project. Rather it is an organisational learning evaluation at the outcome level in order to capitalize on experiences. As previously mentioned, this review will investigate what can be learned from the perceptions of collaborations between thematic-oriented NGOs and media partners using three countries, Nepal, Bolivia, and Ghana, as cases. In all three countries the degree of collaborations differ from intense, to mediocre, to hardly any collaboration.

The following question was investigated:

What can be learned from the perceptions of the role and added value of partnerships between a (children's news) media partner and thematic-oriented NGOs in the Girl Power Programme based on the policy, strategic, and programmatic levels?

The levels identified in the question were used to distinguish the sample of respondents - those directly involved in the Alliance. To answer this question an

analysis framework inspired by the [OECD-DAC⁴³ Evaluation Criteria](#) was used. The Criterion was not used at a project-level as it normally is, but was used as guidelines to answer the following sub-questions:

1. What are the perceptions of the role and added value of partnerships between a media partner and thematic-oriented NGOs within the Girl Power Programme?
2. To what degree are collaborations between a media partner and thematic-oriented NGO relevant to achieving the objectives of the Girl Power Programme?
3. Why (or why not) were collaborations between a media partner and thematic-oriented NGO effectively established?
4. How efficient were collaborations between a media partner and thematic-oriented NGO?
5. What was the most significant change (impact) from collaborations between a media partner and thematic-oriented NGO?
6. To what extent are collaborations between a media partner and thematic-oriented NGO sustainable?
7. How did collaborations between a media partner and thematic-oriented NGO facilitate learning?

By using these Criteria as a guideline, the role and added value of the media partnership can be explained in multiple dimensions in the Girl Power Programme ([see Appendix B](#)). This was the tool to guide the interview-process and structure the findings.

3.2 Research Methodology

This evaluation was conducted in an appreciative manner, extracting both positive and negative experiences using the informed opinion of relevant stakeholders, specifically Country Steering Committee (CSC) members.

⁴³ Organisation of Economic Cooperation and Development – Development Assistance Committee

The methodology can be broken down into four successive and overlapping phases:

- **Desk Research** - This was conducted to assess the current (documented) collaborations between media partners and Alliance partners. Main reference documents were analysed such as local partner narratives, financial reports, Alliance Annual reports, Partnership Reviews, and other documents such as the Girl Power Alliance Application or Operational Manual.
- **Field Research** - Field research was conducted at a policy, strategic, and programmatic level. In order to avoid overlap with other Alliance evaluations, purposeful, snowball sampling was done at the policy and strategic level in The Netherlands in order to gain a better context of the Girl Power Programme. This included the Girl Power Desk (GPD), Free Press Unlimited staff at all levels, and members of the Country Teams. Specifically members from Plan Nederland, Child Helpline International, and Free Press Unlimited were

interviewed as they have partners in all three countries used in this review. Furthermore, 10-day field research trips were conducted in Ghana, Nepal, and Bolivia⁴⁴. The Country Steering Committee partners were interviewed individually, followed by a focus group validation session (see Figure 3).⁴⁵ Included in these interviews was the collection of Most Significant Change stories.

- **Analysis** - Most Significant Change stories were presented⁴⁶ to the corresponding Country Teams (strategic level). Discussion and feedback, either written or oral, was received and a selection was made for a story of most significant change. This was facilitated through discussion and voting. Data was further analysed through coding.
- **Sharing & Dissemination** - This final and essential phase rounded off the learning process of this evaluation and consisted of a final validation and presentation of the findings to the Alliance members at all levels in a digital and physical report.

Part A - Introduction	Introduce Free Press Unlimited
	Introduce WADADA News for Kids
	Introduce Media Partnership Review
Part B – Partner Introduction	Name
	Organisation/Position
	Girl Power Programme-related projects
	Draw what animal you associate with the media.
Part C – Present General Conclusions	Is my perception correct
	What is missing?
	Is there something that needs further discussion or research?
Part D –Present Lessons Learned	What other lessons have been learned?
Part E – General Recommendations	Media partner to thematic-oriented NGO
	Thematic-oriented NGO to media partner
	Media partner to Dutch Alliance members
	Thematic-oriented NGO to Dutch Alliance members

Figure 3 - General structure of Country Steering Committee validation sessions.



Validation session with Country Steering Committee, Bolivia.
(Photo by author, August 2015)

44 Ghana – July 2015; Bolivia – August 2015; Nepal – September 2015 (original plan was May 2015 but this was postponed due to earthquake). The timing was decided in coordination with the Girl Power Desk in order to limit overlap. For example, the field research in Nepal commenced after the GPA final term evaluation summit.

45 In Nepal, the validation session was done through Skype due to availability on the proposed date.

46 After a pre-selection done by Free Press Unlimited for stories collected from Ghana and Bolivia. This was to decrease the number of stories to 4, a feasible amount for selection.



Validation session with members of the Ghana Country Steering Committee (or representatives). (Photo by author, July 2015)

As this is an evaluation for Alliance learning, purposeful sampling was mainly used where Alliance membership was a main criterion. The full research encapsulates variation by getting a range of declarations and contrasting cases in the three countries: Ghana, Nepal, and Bolivia. These countries were selected based on countries Free Press Unlimited has been active in for the Alliance and where there was a clear difference in terms of intensity of collaborations from extensive in Nepal, mediocre in Bolivia, and minimal in Ghana.

Qualitative methods were used in light of it being a learning-oriented review. The primary methods that were used were semi-structured interviews, the [Most Significant Change](#) method, and focus groups. The semi-structured interviews were recorded and structured loosely based on the analysis framework (see [Appendix B](#)). The Most Significant Change method that was used consists of collecting stories that emphasize the most significant change the key informants experienced from collaborations between the media partner and Alliance thematic-oriented NGO partners. There are four standard questions typically used in this method, which were adapted and incorporated into the semi-structured interviews with the relevant Country Steering Committee members. The questions were 1) How did you first get

involved with the Girl Power Programme and how are you currently involved? 2) From your point of view, describe a story of most significant change from collaborations between the media partner and thematic-oriented NGO? These can be both positive and negative changes; 3) Why was this change significant to you? 4) How have the media partner or Free Press Unlimited and thematic-oriented NGOs contributed to this change?

Stories of change were collected through the semi-structured interviews at the local partner level and further validated through focus groups with the Country Steering Committee and Country Teams. When using the Most Significant Change technique, the selection of the story of most significant change is essential to the process. This was done through a pre-selection at Free Press Unlimited, followed by a final selection with the Country Teams in the Netherlands.

3.2.1 Experiences Using the [Most Significant Change](#) (MSC) Method

As this is a learning evaluation, there is a need to share experiences from using the Most Significant Change method. The systematic collection and selection of stories is one that is very useful if you are looking for outcomes, especially unexpected outcomes. A benefit of the method

is the fact that the method is a flexible one. All you have to do is follow the four essential steps: outlining the reason for using the Most Significant Change, collecting the change stories, selecting a story, and feedback. There is no right or wrong format as long as you document everything. This documentation is essential to facilitate the most learning.

If I were to do it again, I would include an optional question than the 4 story-collecting questions, which is “what are the significant changes from collaborations?” The reason I would do this is to get the respondent to reflect on all significant changes, not just the most significant. Then from the respondent’s own responses, a selection could be made. Based on my experience collecting (and trials telling) stories of change, I believe this self-reflection is needed. Furthermore, I observed that the Most Significant Change method would be an excellent tool for monitoring. Having such a systematic, participatory and reflective process at a larger scale can be even more useful for monitoring the outcomes of a programme. Additionally, it can also be considered as a means of Alliance/partnership building as it integrates all partners in a broader structure. I would highly recommend Free Press Unlimited and other Alliance partners to invest further into this method, not for accountability but for learning.

3.3 Limitations

First of all, an observation that is not per se a limitation but must be taken into consideration is the fact that throughout this research procedure, the Alliance was conducting a Final Term Evaluation (FTE) and Follow-Up Partnership Review (in the Netherlands) simultaneously. The FTE is an in-depth quantitative and qualitative impact evaluation being conducted in Ghana, Nepal, Bolivia and Ethiopia, so there have been chances of overlap. From the start, there has been coordination between the evaluations through the Girl Power Desk (GPD). This was especially relevant in cases when interviewing Country Steering Committee partners, to avoid repetition and time pressure. As mentioned, this is not a limitation per se but rather a learning point for all partners involved. Nonetheless, this research specifically examines the added value of the partnership of Free Press Unlimited media partners within the Alliance, which was made clear.

Furthermore, as this research is based on perceptions of a small target group, the conclusions that can be drawn are only valid for the research group at hand. The results are

not to be used for purposes of accountability, but learning. This cannot be stressed enough. Nonetheless, perceptions are important to observe and learn from.

As previously mentioned, an earthquake struck Nepal on April 25, 2015 with a magnitude of 7.8. This affected the Girl Power Programme in Nepal due to a general disruption of public and private life resulting in the Programme being on hold for at least 4 weeks⁴⁷. Additionally, in order to minimize overlap with the other evaluations taking place, field research, that was originally going to take place in the beginning of May 2015, was postponed to end September 2015. Once again, this was coordinated with the Girl Power Desk.

Lastly, in Bolivia research was done through use of a translator. This remains a limitation of the research process as a whole.

47 (GPA Update April 2015)

IV. Findings

In the following section, the findings will be outlined and discussed. First, to place the findings in context, the perceptions of the thematic-oriented NGOs and media partners regarding the media landscape in the respective countries will be discussed. Furthermore, in regards to the media partnership the following points will be discussed: relevance, effectiveness, efficiency, impact, and sustainability of the partnership. It is important to note that the results of this evaluation are to be used for institutional learning, not to make stark conclusions. No generalizations can be made as this is based off experiences in only Ghana, Nepal, and Bolivia. Nonetheless, perceptions cannot be ignored.

4.1 Perceptions on Media Landscapes

Overall impression is that media forget children's issues but organisations, such as the Free Press Unlimited media partner, can: 1) give them a voice, 2) create change and 3) invoke participation for children. Nonetheless, the general perception is that audio-visual media focus on urban realities rather than rural ones.

The media can be used for advocacy. With specific programmes, we are giving people a voice. Previously, nobody listened to children...Children in this environment are not told to speak their mind... they talk very differently about issues. You really have to encourage children.⁴⁸

48 (Focus Group – MultiTV, July 13 2015)

In Ghana, Nepal, and Bolivia the perception of the media landscape and its relevance for children was quite unanimous. Just as was stated in the above quote by media partner MultiTV in Ghana, the media landscape is one where children are often forgotten, the “forgotten citizens of the media”⁴⁹. This was a perception by all partners and at all levels of the Alliance as can be seen in the Alliance Application where the media partnership would “inform girls using media channels and provide them with a platform to be heard”⁵⁰ because in many countries they were not heard at all.

You achieve more in regards to behavioural change in a country, especially for children and youth, through media. People become informed and children and youth become aware of their own rights. Media becomes a tool for lobbying and advocacy as they inform the public and express public opinion.⁵¹

In each country of this study, specific themes arose regarding the media landscape. The partners in Bolivia were centred on the idea that the Bolivian media landscape gives children, girls specifically, a voice as girls become the protagonists⁵². By making girls the protagonists, a larger group of people have the potential to become sensitized on children's issues⁵³. In Nepal, the media landscape was essentially seen as being a tool for change within the country⁵⁴, especially in regards to children.

49 (Focus Group – NEFEJ, September 14 2015)

50 (GPA Application, 2009: 71)

51 (Interview Girl Power Desk, May 12 2015)

52 (Interview Fe y Alegría, August 11 2015)

53 (Interview Plan Bolivia, August 11 2015)

54 (Interview Plan Nepal, September 15 2015); (Interview CHI, May 18 2015)



Validation session with the Ghana Country Steering Committee (or representatives of) with drawings of what animal the media is associated with. Drawings included animals such as an owl, watchdog, an eagle, a spider, an ant, and a porcupine. (Photo by author, July 2015)

The perception in Ghana stressed more on the aspect of how the media can invoke participation in children, giving children a platform⁵⁵ because of its reach. Overall, the perception that the media landscape was giving children a voice, creating and documenting change, and invoking participation was reflected in Ghana, Nepal, and Bolivia. The perceived importance of the media landscape for children and youth was evident.

Nonetheless, as the description of the various media landscapes state (see [Section 2.4](#)), the often-political tone of the media and use of radio as the most common medium was a perception of the media landscape by all partners⁵⁶. In Ghana and Bolivia, audio-visual mediums were perceived as having a very urban focus. Yet in Nepal, this perception was not as strong because of the strong network of community radios that exists.



The radio satellite at the NEFEJ Office in Nepal. (Photo by author, September 2015)

This perception of the media landscape, being more urban than rural, plays part in understanding opinions of the media partnership.

⁵⁵ (Interview GNCRC, July 15 2015)

⁵⁶ (Validation Session – Bolivia, August 17 2015);

(Interview AMPCAN, July 16 2015); (Interview MultiTV, July 17 2015)

We found that communication, radio in our case, in the hands of girls and young women becomes a strategic tool to strengthen self-esteem and triggers personal empowerment processes...The girls and young women are taken into account and gradually, the adult-patriarchal gaze of families, communities, organisations, and governments are questioned.⁵⁷

4.2 Partners' Perception on the Media Partnership

4.2.1 Relevance of the Media Partnership

The relevance of the media partnerships was highly dependent on the perceived and expected roles of the media partner within the Girl Power Programme.

Within the Alliance, undefined roles of the media partnership (and of the media partner in general) led to various degrees of relevance of the media partnership. The challenges were based on whether or not the media partner was a means to reach a specific goal of telling quality stories on gender equality or a tool for the Alliance. This was a perception at the programmatic level but also at a strategic, and policy levels as can be seen in the following quote by Free Press Unlimited:

There is a discrepancy between regarding media [and the partner] as a means to reach a specific goal OR media as a tool for the Alliance. There is an expectation that the media partner will create a platform to advocate for the Alliance when they [media partner] actually want to tell quality stories... It comes down to advocating for a programme [Girl Power Programme], which supports a cause [girls and young women's rights] versus advocating directly for a cause.⁵⁸



An item in NEFEJ's archive for Plan Nepal.
(Photo by author, September 2015)

At Free Press Unlimited, the common understanding of the media partnership was that the media partner was only viewed as a "medium for the GPA [Girl Power Alliance]"⁵⁹. This had an influence on the programmatic level too. In Ghana, the media partnership was not considered very relevant to the Girl Power Programme as the connection between MultiTV and other partners in Ghana had never been established. The relevance of the partnership was essentially based on the expectation that the media would be used for coverage.

Coverage, this is the role that I see MultiTV [media partner] play when I talk about the Girl Power Programme...Yes, we work with other media partners too. Our communications team have a pool of media partners that we work with but not in the sense that we have signed a Memorandum of Understanding with them. We have media partners that we can call at very short notice if we have programmes or events they can cover and then they will come. This is more for coverage, what we are using these partners for. It is not for creating programmes with them but coverage of the programmes.⁶⁰

⁵⁷ (Survey CCIMCAT, August 17 2015)

⁵⁸ (Interview FPU-Ghana, April 15 2015)

⁵⁹ (Interview FPU Director, April 15 2015)

⁶⁰ (Interview Plan Ghana, July 13 2015)



Naya Pusta being filmed at NEFEJ (Photo by author, September 2015)

The expectation was that the Free Press Unlimited partner would play a role based on each organisation's own experience with the media as most Alliance partners had a communication team. In Bolivia the partnership between Nicobis and Alliance partners was equated with a communication strategy. The role of the media partnership was to provide a communication means for the Girl Power Programme in Bolivia yet was never explicitly defined. On the other hand, the media partnership in Nepal was considered relevant but because the nature of the partnership was unclear, further integration never occurred. This could have made the media partnership more relevant to the Programme.

The relevance of the media partnership in each country did vary, just as was hypothesized when selecting the sample countries for this analysis. As outlined above, in Ghana there was little relevance, in Bolivia a mediocre relevance, and Nepal a high relevance of the media partnership. Although this is the case, this does not mean that the potential of the partnership was not observed. In Ghana, Nepal, and Bolivia, the potential integration of the media partnership was seen as relevant, even though it was not always a reality.

In many of the [Girl Power Programme] countries, the Free Press Unlimited media partner was not chosen in selection with the Alliance members. This could have been arranged from the start like with the other partners. Creating the same mind-set took time with the [original] partners, so then if after 1.5 years a new partner is included, it is very difficult to get similar mind-sets again. You cannot force the media partner to collaborate, especially depending on what type of organisation they are. For example, if they are commercial they may say 'here are my rates' and you cannot blame them for that at all.⁶¹

This idea of partner selection was seen as having a key influence into how relevant the media partnership was overall. For example, in Nepal, NEFEJ was incorporated into the Alliance from quite early on, even though this was not official. This made the media partnership more relevant for the Girl Power Programme. On the other hand, in Ghana there was a lack of clarity due to partner selection. This was especially the case when the shift from a community radio network partner to a commercial

⁶¹ (Interview Girl Power Desk, May 12 2015)

multimedia partner was made (see [Ghana Report Section 8.2.2](#)). The relevance of the media partnership was not as evident. The relevance of partnerships between a media partner and thematic-oriented NGO differed per country but the potential was visible in all three.

4.2.2 Effectiveness of the Media Partnership

Effectiveness of the media partnership was determined by organisational differences in terms of geographical programme coverage, programmatic roles, thematic focus and, most importantly, type of partner organisation.

Organisational differences were considered to have the most influence on the effectiveness of the media partnership. These differences included the geographical coverage of programmes, the type of organisations involved, the programmatic roles that were given, and the thematic focus of organisations.

The geographical coverage of the media programme played a role in every country. This was seen as closely related to the audio-visual medium that was used, television. In all countries, the media component was regarded as distant from constituents because the focus was more urban than rural. Furthermore, the programmatic role of the media component influenced the media partnership.

...it is about the role they were assigned to in their ToR [Terms of Reference].. If in your ToR you have certain outputs, you deliver to meet these outputs and that is all. If they were not tasked then they won't do it... They were doing their own thing. My understanding was that the partnership they had was to break down news for children so they had to decide what they think is news for children but the partnership did not ask them to strictly fall in line or produce news solely on these [Girl Power Programme] thematic areas, for example on protection against girls and women or from Girl Power Programme areas. There was nothing like that... They were not bound by their ToR to necessarily produce news on Girl Power Programme communities. They are not bound to the Girl Power Programme. They are bound to produce news for children.⁶²

62 (Interview Plan Ghana, July 14 2015)

This was not only the case for Ghana. In all countries it was clearly defined that a news programme for children was being produced. However, the integration of the role of the media partner and the children's news programme within the Girl Power Programme was not explicit. This is also evident in Bolivia and Nepal. Nonetheless in Nepal, an informal role of lobbying and advocating for Alliance themes emerged, which did not happen in the other countries. By having an informal role the media partnership could effectively work towards Girl Power Programme results. A common confusion (or miscommunication) at a programmatic level in Ghana, Nepal, and Bolivia was that it was not clear what result areas the media component was addressing. Although the geographical coverage and programmatic roles of the media component hindered effective partnering, the thematic focus on empowerment of girls - Girl Power - made the media partnership more effective⁶³. The desire to get stories from girls shared with the public was a common perception of both media partners and thematic-oriented NGOs, at all levels⁶⁴. It was the way in which this was being done that differed.

All of these organisational differences mentioned were minor determinants of the effectiveness of partnerships between a media partner and thematic-oriented NGO partners. The type of organisation that the media partner is was perceived as being the most influential aspect in terms of effectiveness. In short, this was based on the differences between public and private media partners. For example, in Ghana, MultiTV is a private multimedia organisation as is outlined by MultiTV themselves below:

We are on JoyNews so we have our revenue targets to meet. I see the information that we have from you [NGOs] and that is the thing; we need that information in order to work. WE have had organisations that have supported us, taking us to their [project] areas and they have paid for the travel and production but that doesn't mean we do PR [public relations] for that organisation. We are not doing public relations; we want to see what is happening on the ground to show what needs to be done to support those kinds of projects. We have done those kinds of collaborations before. The right information and analysis is key to be effective.⁶⁵

63 (Focus Group – Nicobis, August 10 2015)

64 (Interview Girl Power Desk, May 12 2015)

65 (Validation Focus Group – MultiTV, July 21 2015)

As a private multimedia organisation that needs to make profit, expectations when partnering need extra consideration. The influence of the type of organisation played a part on how effective the media partnership was because of the agendas the media partner had. This was an aspect that was taken into consideration at a policy and strategic level though. In Nepal, there was distinct choice to not work with a private partner from a policy/strategic level. Free Press Unlimited's selection of partners differed per country, but the organisational types were taken into consideration.

We chose a NGO over a commercial media platform because the contract we would sign with a commercial platform is a commitment whereas an NGO isn't like that; they don't solely rely on this. The NGO can find funds differently. For an NGO, the commitment to air is more important than how it is broadcast or what profit they get. TV stations are less inclined to continue. NGOs can innovate ways to raise funds such as donations, advertising, barter, etc. because the importance lies on the esteem to produce such a programme.⁶⁶

The general perception was not that working with a non-profit organisation is necessarily better than a private/commercial one. The observation by Free Press Unlimited and Alliance partners was that when partnering with a commercial multimedia organisation more needs to be considered. This reflects back in the relevance of the partnership with NEFEJ (non-profit) in Nepal in comparison to MultiTV (commercial) in Ghana. In the case of Bolivia, based on the experience of individuals within Nicobis having previously working with NGOs such as Plan Bolivia, there was better understanding of NGO realities. This made the media partnership more effective. Additional to the geographical coverage, programmatic roles, and thematic focus, there was a perceived correlation between type of media partner and effectiveness of the media partnership. Overall, it was diversity of partners that determined effectiveness.

⁶⁶ (Interview FPU-Nepal, April 20 2015)

4.2.3 Efficiency of the Media Partnership

Physical locations of partners, financial partnership schemes, and language/thematic overload hampered the efficiency of the media partnership.

Each organisation has their own culture, which takes time to manage. You need to know what kind of organisation each member is. How do they work? What do they do? There needs to be more time spent on alliance building. The costs of collaborating in the Alliance were in fact not high, but the benefits as we can see now, were low, which could have been much higher.⁶⁷

As was mentioned by the Girl Power Desk, the organisational differences (diversity) of media partners and more thematic-oriented NGOs influenced how efficient the media partnership was. This was mainly based on the physical locations of partners, the (financial) partnership schemes made, and the language used.

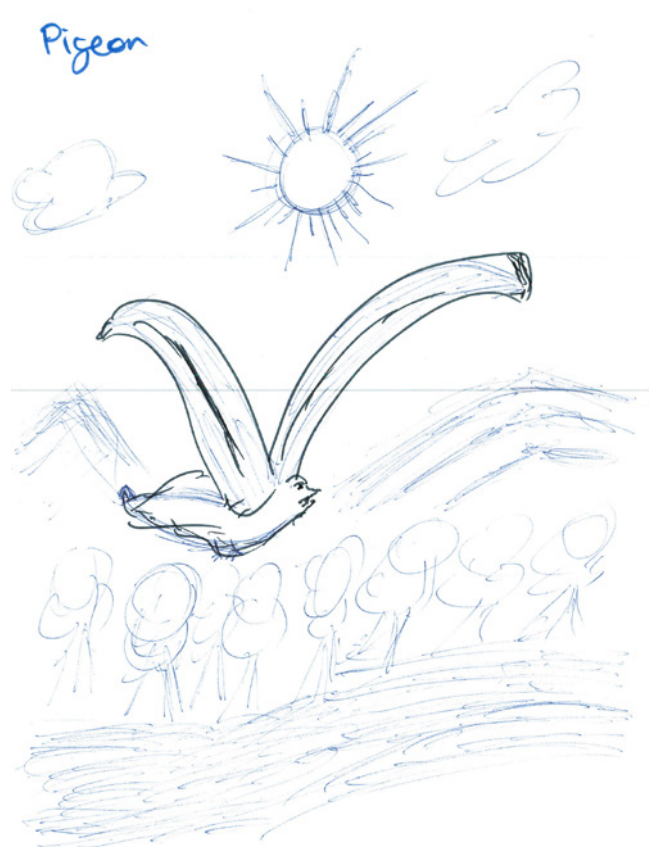
Physical locations of partners were perceived as making partnerships between the media partner and partner NGOs less efficient. This differs from the geographical programme coverage of the partnership as mentioned in the previous section as, in regards to efficiency, this focuses on where partners are based. For example, the Country Steering Committee partner that was based furthest away from the rest (DCI-Ghana in Kumasi, Ghana; EWN in Pokhara, Nepal, and CCIMCAT in Tarija, Bolivia) felt the most distanced from the Free Press Unlimited partner. This physical distance between partners was seen as an important factor influencing the efficiency of the media partnership.

Another important factor is the different partnership schemes between a programmatic (in country) and strategic level (Dutch Alliance member), specifically between Free Press Unlimited and the media partners. Many respondents, including Free Press Unlimited and the media partners, indicated that it was the structure of the media partnership that played a defining role in how efficient collaborations were. The fact that Free Press Unlimited "has a different role...[they] fly in and out"⁶⁸ influenced the media partnership.

⁶⁷ (Interview Girl Power Desk, May 12 2015)

⁶⁸ (Interview FPU Director, April 15 2015)

The structure of the Alliance played a role. If from the onset, the directions had been given that there were things that they [MultiTV] were supposed to do in relation to the Girl Power programme, it would have changed a lot of things. Sometimes, even when you communicate with the Netherlands...on issues like roles....there is a big gap. Initially we wanted to figure out clearly what the role the radio partner would play. We sent a series of mails to figure out clearly but it never came back with responses. It was in the third year of the Alliance that some clarity began to come, that they are not operating in Ghana with the radio and then in the end of the third year [2013] we heard that they signed a Memorandum of Understanding with MultiTV. Even when they were signing the MoU [Memorandum of Understanding], none of us were present. That could have been a start-up position. Sharing that 'these are the partners you are working with'...other people who aren't part of the original Girl Power Programme were invited and so there was no relation anymore.⁶⁹



"Just like a pigeon, it is flying everywhere." Drawing of what animal a Country Steering Committee partner associates with the media in Bolivia. (Photo by author, Validation Session, August 2015)

The previous quote highlights the reality of the Girl Power Programme in Ghana. That the structure of the partnership between Free Press Unlimited and the media partner (MultiTV) played a critical role in further collaborations between Alliance partners and the media partner. It was evident that the 18-month financial support to the media partner had an influence on the media partnership within the Girl Power Programme. This influence was not because of the nature of the 18-month contract but because the Alliance partners in each country were unaware of one another's agreements with Dutch Alliance members.

In Bolivia for example, when the Free Press Unlimited contract ended, Nicobis was no longer present within the Alliance for around a year. This resulted in each organisation taking up individual communication strategies. With NEFEJ, there was confusion (by NEFEJ and Alliance partners) regarding NEFEJ's membership in the Country Steering Committee and Girl Power Programme. The media partnership became less efficient because not enough consideration was placed into the effects of this.

Free Press Unlimited had two-year programmes and not 5-year programmes like the rest of the Alliance. I do not know if this was made clear from the start and how concretely this was agreed on. Everyone had a bit of tunnel vision at the start of the Alliance. The structure of the media partners projects beings only for 2 years and the fact that each Alliance member in the Netherlands could select their own partner made it difficult for partners to find each other in the countries.⁷⁰

It is important to note how it was 'difficult for partners to find each other' because of the partnering schemes. This was an aspect that was also seen at a policy and strategic level in the Netherlands⁷¹. However, this was not only

69 (Interview GNCRC, July 15)

70 (Interview Girl Power Desk, May 12 2015)

71 (Follow-Up GPA Partnership Review, 2015)

because of the partnering schemes. The quote below by CIPE in Bolivia represents how the language used created a sense of a thematic overload. This made the overall media partnership less efficient.

In Bolivia, the nature of the project was more geographic at first, and still to a certain degree, which made collaborating difficult. It was an odd experience for us. People tend to protect their own; defend their ideas and when people differ like we did in the Alliance, it makes it harder. We also didn't all use the same concepts as in Holland; we weren't as modernized as the Alliance in the Netherlands. We didn't use terms like 'Theory of Change' or 'Strategic Partnership' or 'Learning Agenda'.⁷²

This thematic overload was one that was evident between a Dutch strategic/policy level to an in country programmatic one. According to Free Press Unlimited, in Nepal for example there was "a certain development language used that had little resonance to their realities as a media partner"⁷³ even though the perception was that they were working together at the same pace. For the media partner, being a different type of partner, this is extremely relevant. In Ghana for example, the realities of the media partner MultiTV, a profit-oriented multimedia organisation, was very different from NGOs such as Plan Ghana. In all three countries, there was a big assumption being made by Free Press Unlimited and Dutch Alliance members: that the media partner 'spoke' the same language as the other partners. All of these aspects highly influence how efficient the media partnerships are.

4.2.4 Impact of the Media Partnership

The perceived added value of the media partnership differed per country, but the general perception was that it could document changes from the Girl Power Programme and facilitate institutional learning for partners.

The perceived impact of the media partnership varied per country. Nonetheless, in most cases this was based on the concrete examples of collaboration between a

media partner and thematic-oriented NGO partner. The most obvious form of collaborating in each country was membership and participation within the Country Steering Committee (CSC).

Country Steering Committee (CSC): At least 3 Local Partners Organisation representatives and a Plan Country Office representative. In each country a National Coordinator will be appointed to chair the CSC. **Role:** The CSC has an overview of the capacities of the involved Local Partner Organisations, of trends and tendencies and is able to propose capacity building activities and stimulate exchange of experiences and best practices... **Other:** In each country programme financial means are reserved in the budget to support the development of the CSC.⁷⁴

Essentially, the Country Steering Committee is an in-country body where a local partner representative per Dutch Alliance member would participate to 'stimulate exchange of experiences and best practices'. This includes the media partner. This was a basic means of collaborating between a media partner and more thematic-oriented NGO partner. However, the degree to which this was incorporated varied. For example, in Ghana the media partner was rarely present at Country Steering Committee meetings whilst in Nepal, NEFEJ was invited and present at all meetings regardless of the confusion about their role within the Girl Power Programme. In all three countries and at a policy and strategic level, these face-to-face meetings were seen as necessary for the media partnership to have an impact or added value.⁷⁵ Thus the absence or presence of the media partner in the Country Steering Committee was directly associated with the perceived impact of the media partnership.

Concrete examples of collaborative efforts differed per country. In Ghana, there were a few concrete examples of collaborations between MultiTV and thematic-oriented NGO partners. This included few face-to-face meetings and MultiTV covering some Girl Power events. An example that was mentioned by all was when MultiTV produced stories on the Girl Camps organized by the Girl Power Programme.

⁷² (Interview CIPE, August 12 2015)

⁷³ (Interview FPU – Nepal, April 20 2015)

⁷⁴ (GPA Operational Manual, 2010)

⁷⁵ (Follow-Up GPA Partnership Review, 2015: 13)



In these episodes, such as the one above, you see an example of MultiTV covering the experiences of girls that participated in the Girl Camps. They interviewed some of the girls that took part of the camp and then followed up on this story at the child helpline launch, where the girls that took part in the camp were now the emcees. This is one example of how a story can be kept alive⁷⁶, which is seen as what a partnership with a media partner can really do.

In Nepal, NEFEJ documented events and stories from most Alliance partners (except for EWN), which were broadcast on *Naya Pusta* such as the example above. Other concrete examples of the partnership have been a traveling film festival around Nepal initiated by the Nepal Girl Power Programme that combines the Programme's network with the platform that NEFEJ creates, a video documentary for Plan Nepal on Girl Power Programme activities, story-writing trainings, and sharing the child helpline number (1098). The overall perception is that through this media partnership, lobbying and advocacy could be done as an Alliance - all because of the harmonious, yet informal, relationship that had been established. An environment was perceived to have been created to influence government and authorities, such as during the 2014 International Day on the Girl Child, which created institutional cross learning in the civil society network of Nepal.



Invitation to the 2014 International Day of Girl Child. All Country Steering Committee members, including NEFEJ, are mentioned as organising partners. (Photo by author, September 2015)



76 (Validation Focus group - AMPCAN, July 21 2015)

The contribution of the media partnership to the Bolivia Girl Power Programme was that it was able to show change; “Nicobis is amplifying the results and what we did as an Alliance”⁷⁷ as a representative from Chaski Educatic stated. This was done through numerous exchanges such as the creation of an Alliance logo establishing and training a network of girl reporters, and making life-story episodes per municipality with project beneficiaries.



The Bolivia Girl Power Programme Logo designed by Nicobis.

These cases highlighted the changes in individuals, not only at a beneficiary level as Nicobis specified:

*We [Nicobis] are teaching institutions to talk the language of children and youth. It is good that we are showing them the way to talk to the youth. We have ways of showing how the Alliance is effective.*⁷⁸

The perceived impact of the media partnership was seen as being able to document changes whilst creating institutional learning. This became more evident through what was perceived as the most significant change from the media partnership. Most Significant Change (MSC) stories were collected in each country from Country Steering Committee members and then selected by the respective Country Teams in the Netherlands.⁷⁹ The selected story and reasons for selection (and against selection of others) provides indication of the perceived impact of the media partnership in Ghana, Nepal, and Bolivia.

77 (Focus Group Chaski Educatic, August 14 2015)

78 (Focus Group Nicobis, August 10 2015)

79 The collected stories with reasons for and against selection can be found in the *Girl Power Alliance Media Partnership Stories of Significant Change* booklet.

In Ghana, most stories of significant change stated that there was little to no significant change from collaborations between a media partner (MultiTV) and thematic-oriented NGO partner. Despite the little self-reflection in the stories, the selected story was *Room for Improvement* (see Appendix E) as it provides ideas for areas of improvement, which, as stated, “is exactly what Free Press Unlimited wanted to get out of this research”⁸⁰. The story itself highlights the institutional learning the media partnership brought about for the Ghana Girl Power Programme. The strategic level learning from these Most Significant Change stories (see Appendix E) provides insight into what needed more consideration: partner selection and expectation management regarding the impact of the media partnership in Ghana.

This perceived added value of institutional learning is also suggested from the stories collected in Nepal. All partners, including NEFEJ, explicitly perceived the most significant change from a media partnership as an institutional learning change - one where institutional mind-sets had shifted and harmonious (yet informal) relationships were established. The story *Legitimacy* (see Appendix F) was selected by the Nepal Country Team as it highlights the thematic shift within NEFEJ from having been a partner in the Girl Power Programme and the effects thereof. This element of self-reflection in terms of change and contribution to the Programme in Nepal became apparent.⁸¹

However, an important point to mention was that this was believed to be basic and only one side (the media partner) of the partnership. Therefore, the story *Harmonious Relationship*⁸² by CWIN needs particular attention as it highlights the informal changes of the partnership between NEFEJ and thematic-oriented NGO partners in Nepal. Yet it raises the question – has this partnership only existed between CWIN and NEFEJ or all the Country Steering Committee partners?⁸³ Through the systematic Most Significant Change process, the aspect of institutional learning being the perceived added value of the media partnership in Nepal became evident.

In Bolivia some partners perceived the aspect of institutional learning as the most significant change too. However, most collected stories stated that the most significant change was that the media partnership could

80 (Ghana MSC Story Selection Form – May 8)

81 (FPU GPA MSC Nepal Story Selection Form, October 14 – 2015)

82 See *GPA Media Partnership Stories of Significant Change* booklet

83 (FPU GPA MSC Nepal Story Form – October 14, 2015)

document changes. Many brief examples were given about such changes in girls that had been documented. The selected story, *Constitution* (see [Appendix G](#)), provided a stronger example of how change was documented not only at an individual level but also at a community and institutional one.

Due to the ability of Nicobis to highlight and document these changes, the participation of children and youth in different areas is recognized; the change is being shown.⁸⁴



The systematic collection and selection of Most Significant Change stories allows for the perceived impact of the media partnership to be understood in two manners. Firstly, it documents change as in the example of the carta organica in Bolivia. This is an applicable change for Ghana and Nepal too, but then it was not considered the most significant. The second manner is that the media partnership facilitated institutional learning for Alliance partners. All partners were learning how to work with a new and different type of partner, a media partner.

4.2.5 Sustainability of the Media Partnership

There is a desire by all partners, including Free Press Unlimited and the media partner, to continue the media partnership in all countries if the structure of the partnership is assessed, the mandate of the partnership is made explicit, and synergy is renewed.

We need a renewal of ties and a (re-) creation of synergy. We need to build relationships, not partnerships.⁸⁵

This is the general feeling in Ghana, Nepal, and Bolivia – the media partnership structure needs to be assessed, the mandate needs clarification, and synergy needs to be renewed. Specific emphasis was placed regarding the partnership structure. In Ghana, this was seen as a need for new and creative means of partnering, “not necessarily through formal contracts”.⁸⁶ On the other hand, in Bolivia the Alliance structure was seen as a necessary foundation for further partnerships between the media partner and thematic-oriented NGO partners. A desire for more clarity was the common concern. This is exactly the case as in Nepal where a “clear-cut mandate with roles and responsibilities...a programme that integrates and builds media into the work so that it isn’t in isolation”⁸⁷ is required for further sustainability of the media partnership.

⁸⁴ (Survey DNI-Bolivia, October 22 2015)

⁸⁵ (Validation Focus group - AMPCAN, July 21 2015)

⁸⁶ (Validation Focus Group - MultiTV, July 21 2015)

⁸⁷ (Interview Plan Nepal, September 15 2015)

4.3 Conclusions

Based on this, the following conclusions can be drawn regarding what can be learned from the perceived role and added value of a media partnership in the Alliance:

- **Media has outreach** – Within the Alliance, partners agreed that the media often forgets children’s issues but it can, nevertheless, create outreach, visibility, and invoke participation for children. However, the feeling is that media, especially audio-visual media, have more of an urban than rural focus.
- **Undefined role of a media partnership** – The relevance of the media partnerships were highly dependent on the perceived and expected roles of the media partner within the Girl Power Programme. This was due to the timing of the partnership and selection of partners from a policy/strategic to a programmatic level, such as the case in Ghana. This led to confusion of what the role of the media partnership would be: to reach a goal (stories on gender equality) or to be an Alliance tool (communication platform). This confusion was present, to some degree, in all three countries.
- **Effectiveness of media partnership determined by organisational differences** - The effectiveness of the media partnership was based on organisational differences such as the geographical programme coverage, programmatic roles, thematic focus, and most importantly, the type of organisation. The media component often had more of an urban geographical coverage like in Bolivia. The programmatic roles were considered at times too diverse. Whether the media partner was a commercial (MultiTV) or public (NEFEJ) one influenced the effectiveness of the media partnership. However, the joint thematic focus on Girl Power made the media partnership more effective.
- **Physical locations, partnership schemes, and language influenced the efficiency of the media partnership** - The efficiency of the media partnership was hampered by physical locations of partners, differing (financial) partnership schemes, and thematic overload. The partnership between a media partner and thematic-oriented NGO partner was often seen as far way from constituents like in Ghana. Contractual/financial differences created confusion on the participation of the media partner such as in Bolivia and Nepal. Lastly, the language and terminology used created an assumption that everybody was on the same page.
- **Media partnership documents change and facilitates learning** – The perceived added value of the media partnership differed per country from a minimal added value (Ghana) to a high added value (Bolivia & Nepal). The general perception on what the impact of a media partnership was that it allowed for the documentation of changes in mind-sets such as the Girl Camp story in Ghana or the Carta Organica case in Bolivia. Furthermore, the added value of the media partnership was that it facilitated institutional learning for all partners in regards to partnering with the media.
- **Desire to continue** – There is a desire to continue the media partnership in Ghana, Nepal, and Bolivia if the structure of the partnership is assessed, the mandate of the partnership is made explicit, and synergy is renewed between partners. The entire partnering process needs to be considered.

V. Lessons Learned

Based on these observations, six central lessons learned arose from partners' perceptions on the role and added value of the media partnership. These are as follows:

Media are critical partners to advocate for children's issues

In Ghana, Nepal, and Bolivia, the relevance of the media as an advocacy tool was evident. All Girl Power Programme partners, including the media partners and Free Press Unlimited, expressed that the media are crucial partners. Media have the potential to enhance participation of children within society, of increasing visibility of children's issues, and to reach out to larger audiences. The lesson learned is that this potential should not go unnoticed. There is a need to engage the media.

Media has a strong role. Don't use media, engage them.⁸⁸

Interestingly enough, most partners had a communication officer/team/department, which often had a direct connection with the media. However, in all countries these connections were not the same type of partnership like within the Girl Power Programme framework but their relevance was clear. This lesson learned is also applicable on a policy and strategic level, as the strength of the media was a unanimous perception. Free Press Unlimited also elaborated learning in this regard:

You can work for change but you need to visualize this change by creating precedence for partners to become media-savvy; to learn how to promote target groups. We [Free Press Unlimited] could have done much more. We [Free Press Unlimited] could have been more proactive in that regard.⁸⁹

88 (Interview Plan Nepal, September 15 2015)

89 (Interview FPU, April 20 2015)

Defining roles of the media is essential for partnering

A more general lesson learned about collaborating with a media partner is that the media is another channel to work through thus collaborating with the media needs to be described very concretely and explicitly. We should have distinguished exactly how we wanted to do this. Working with different channels or sectors does not just occur on its own, even if it is regarding the same theme such as children's rights. This needs to be made more explicit. And clearly this takes some time. Once this is laid out, the media partner works fast, which is why time needs to be taken before partnerships are made to discuss beforehand on how the collaboration should unfold. We should have really worked out and explicitly defined how to collaborate. What does collaborating with a media partner mean? What does collaboration mean in general?⁹⁰

Many of the challenges faced in the media partnership were based on this lesson, that roles were not explicitly defined or laid out. Although the media partner in each country did have a clear programmatic role, producing the WADADA News for Kids programme, there was not a clear role within the Girl Power Programme. In most cases, the confusion was based on whether Free Press Unlimited and their partners were to be used as a communication tool or as a partner implementing a project. This was a lesson learned by all partners at all levels of the Alliance.

Diversity needs to be acknowledged

With all partnerships, diversity is an aspect that cannot be disregarded. This is especially applicable for the Girl Power Programme partners in terms of the media

90 (Interview Girl Power Desk, May 12 2015)

partnership; working with a new component, the media one. This was evident at a policy and strategic level⁹¹ in the Netherlands as well as at a programmatic level.

Everyone has their own interests, their own constituents they want to serve, and their own budgets they are working with; so we need to take this more into consideration.⁹²

This major lesson learned of acknowledging diversity can be considered in various regards. For example, the contractual differences of the 18-month partnership agreement with Free Press Unlimited and the media partner could have been acknowledged. Another aspect that falls under this lesson learned is that of the organisation type; being a private multimedia organisation like MultiTV or non-broadcasting NGO like Nicobis or NEFEJ. Lastly, acknowledging diversity was also meant in terms of the language and terminology used. This needed more emphasis, as it was not a guarantee that all organisations ‘spoke the same language’. In the end, acknowledging diversity was seen as a lesson learned to provide clarity.

Sharing must be explicitly integrated

A lesson learned at a policy, strategic, and programmatic level of the Alliance was the need and willingness for sharing. At a policy and strategic level, this could be seen in the Alliance Follow-Up Partnership review as partners felt the need to understand each other better⁹³.

We never presented exactly what we do to one another. I was personally not part of the original planning of the Alliance but at first it was a very legal partnership agreement. After the 2011 merger, everything had to be re-signed on a financial, strategic, and programmatic level. Still, we didn’t explain or define our roles to one another and to the local partners neither. It would have been good to have all organisations regularly present to one another.⁹⁴

91 (Follow-Up GPA Partnership Review, 2015: 5)

92 (Interview GNCRC, July 15 2015)

93 (Follow-Up GPA Partnership Review, 2015: 13)

94 (Interview FPU Director, April 15 2015)

The need to share programmes and projects, experiences, and expectations is what was perceived as the lesson learned. For example, in Ghana this was a missing link within the programme but then in Bolivia, sharing between Nicobis and the Country Steering Committee happened regularly as Nicobis did have many Girl Power Programme stories on their children’s news programme. Nonetheless, just like in Nepal, this was never explicitly integrated and was done at more of an ad hoc basis.

The role of the media should have been stressed more regularly throughout the whole Alliance. This could have been maximized, even simply through showcasing more often.⁹⁵

Timing of media partnership needs consideration

In the Alliance, the timing of the partnership was seen as a factor that could have mitigated for many of the challenges of partnering. There is no formula on when the best time to partner is. However, all partners indicate that the timing of a media partnership needs to be considered for a transparent partner selection, efficient partner introduction, and further follow-up. If the timing that a partnership is established, as part of an already existent Alliance as was the case for MultiTV in Ghana, extra needs to be put in place for good alliance building. Consideration of timing is in terms of when the partnership commences, for how long the partnership is meant to take place, and what kind of introduction is given. This is a point of learning at a policy, strategic⁹⁶, and programmatic level.

Collective action is powerful

Our main missed opportunity is that we did not really look into opportunities to collaborate from the start. Free Press Unlimited was not explicit about this but neither were we [Plan Nederland], or the rest of the Alliance. Everyone was doing his or her own thing. We did not define what Free Press Unlimited meant for Plan also didn’t really define what Plan could mean for Free Press Unlimited.⁹⁷

95 (Interview CHI Nepal, May 18 2015)

96 (Follow-Up GPA Partnership Review, 2015: 13)

97 (Interview Girl Power Desk, May 12 2015)

A lesson learned by all partners was the power of working collectively for a specific cause. “Working alone may not be so successful because then you do not have a synergy effect”⁹⁸. This is an Alliance-wide learning point, because it is not solely relevant to the media component. At the policy and strategic level this is also relevant as the added value of the partnership at all levels needs to be identified from the start⁹⁹. This is relatable at the programmatic level of the GIRL POWER PROGRAM as well as in order for a media partnership to flourish, there needs to be synergy and collaborative action – the added value needs to be recognized. Nonetheless, it was believed that together, more could be achieved than apart.

*We all have our own programmes but we need to have one voice, which the media partner/component could help create.*¹⁰⁰

It is through the establishment of a strong media partnership, that the strength of collective action as an Alliance can be portrayed.

98 (Focus Group - NEFEJ, September 14 2015)

99 (Follow-Up GPA Partnership Review, 2015)

100 (Interview CHI, May 18 2015)

VI. Recommendations

In the following section, recommendations will be provided based on the conclusions and lessons learned for use in future partnerships between a media partner and thematic-oriented NGO. The recommendations focus on the relationship between a media partner and NGO and therefore are applicable in contexts other than the Girl Power Alliance. Although this review focused on learning from a policy, strategic, and programmatic level, the recommendations are in fact applicable to all levels of the Alliance.

1. Define roles – How should collaborations between a media partner and thematic-oriented NGO partners arise? What is expected or required? To answer these questions, the purpose of the media component within the programme needs to be defined. Is it going to be a communication tool or means of reaching a goal (such as gender equality)? Place more focus on defining the roles of the media partner rather than the selection of one. This goes beyond just the role of the media partner but the role of the media partnership as a whole must be defined. One way of possibly doing this is through jointly designing a Memorandum of Understanding (MoU). By doing so, and including other partners in this process, there can be more clarity. Does this mean that a role cannot change though? No, not at all. There can (and will) be flexibility in regards to a role. It is simply a matter of being transparent and discussing this.

2. Explicitly take time – An often-overlooked aspect of partnering is the needed time to build a partnership. This is not a unique recommendation to the media partnership as it was also evident in the Alliance Follow-Up Partnership Review. However, it plays an even more apparent role in a media partnership due to the diversity that a media partner brings. More time needs to be taken to establish a partnership which needs to be made explicit and formal as part of the Alliance-building process. This is difficult as the amount of time it takes to build an Alliance is not

something concrete. Nonetheless, through contracts or partnership agreements, the inclusion of formal introductions, and alliance-building face-to-face meetings could formalize the needed time. These can then be monitored through partnership indicators. In the Alliance, this was done between Dutch members and their direct partners, but not between partners at a programmatic level. This is especially relevant for the media partner though. The general perception was that the media works at a different pace, faster, and in a different reality. If this is the assumption, then extra time and measures need to be taken to comprehend this and build the media partnership.

3. Define 'communication' in the context of the programme – The language and terminology used within the Alliance was seen as an obstacle for the building of a strong media partnership. In terms of the media partnership, this was closely related to the confusion on the role of the media partner. Regardless of the role of the media partner within the Alliance, there is a need to define what communication means, both in the Netherlands at a policy/strategic level and in the countries at a programmatic level. Most organisations have a communication officer/team/department so all organisations have their own perspective and expectations on what communication means. These definitions need to be made explicit and shared between partners in order to collectively define what communication means for the partnership – not just the individual organisations. By doing so, expectations that the media partner will only be a communication tool can be managed.

4. Collectively outline a communication strategy – As a follow-up to the recommendation of defining communication, a communication strategy or plan must be outlined. Based on the experiences of the media partnership, a major challenge was that there was no collective communication strategy. This was seen as a major lesson learned at the policy and strategic

level, that no internal or external communication strategy was established¹⁰¹. When a media partner and thematic-oriented NGO decide to collaborate and communication has been defined, a point should be made to collectively outline an internal and external communication strategy that is not centred around the media partner but includes the media partner. The media partner should not be the whole communication strategy if an equal partnership is the intention. By explicitly formalizing this within the partnership, there is less confusion on roles and expectations regarding the media partner.

5. Showcase – A lesson learned regarding the media partnership was that there was a need to share more between the media partner and thematic-oriented NGO partners. This is also a recommendation as more does need to be shared but it should go beyond sharing. There needs to be explicit showcasing of projects, lessons learned, and best practices between partners. The reason why showcasing needs consideration rather than only sharing is because showcasing represents the formal integration of sharing between partners, in this case of the media partnership. This is also applicable to all levels of the Alliance, a formalized platform or moment for showcasing must be integrated into the programme monitoring and evaluation. For example, create a [digital] platform (such as the Girl Power website that Chaski Educativ attempted to integrate in Bolivia) to share and showcase information between all levels of the Alliance on a regular basis. The media partner can contribute a lot to this through use of new technologies. This can also be monitored by use of partnership indicators in the monitoring system.

6. Assess & adjust language used – An assumption observed within the media partnership is that all partners were ‘speaking the same language’. Due to all the organisational differences, more consideration is needed on the language that is being used. This is both in terms of the Alliance at a policy or strategic level in the Netherlands and at a programmatic level. There needs to be a space and time for discussion on the pre-defined output indicators and result areas. The assumption that every partner is on the same page cannot be made. Not enough emphasis was placed on this in respects to the media partners’ involvement in

the Girl Power Programme. By integrating this into the partnership, it will allow for further ownership of the programme by the media partner.

7. Monitor outcomes – When partnering with the media, outputs do not mean as much in comparison to the outcomes. These outcomes need to be monitored, especially in such a complex Alliance with a media partner. Consider using the Most Significant Change method at the beneficiary level for more learning about the outcomes of the media programme. There is a need to observe these outcomes, including the unexpected ones and not-predefined indicators.

8. Engage the media in learning process – There is an understanding by all respondents of the strength of the media in terms of outreach, visibility, and ability to increase participation. The media should be engaged as a partner to document learning on these aspects. The media has the potential to use its ability to reach, share, and sensitize but also document learning of the media partnership. By engaging the media through full integration, learning will become higher on the agenda. Partners should not only use the media partner as a means of information but also engage them as a tool for media expertise or trainings.

9. Expectation & perception management – Just like there is a need to define roles, there is also a need to manage expectations and perceptions. There is a need for clarity at all levels. Thematic-oriented NGOs have their own expectations and commitments but at the same time the media does as well. There is a need to acknowledge the complexity of working in a) such a large Alliance and b) with the media. This means that expectations need to be explicitly shared. Collaboratively, make this explicit in the partnership agreements and share this with partners. There is a need for clarity. This can be done through the use of an external partnership broker or very careful alliance management. This must not only be done at a programme level in country but in the Netherlands too. By facilitating expectations to be shared, further steps can be made.

10. Creative partnering – There should not be a fear to partner. Other experiences should be used to learn. Partnering with different organisations and sectors requires a lot of time and resources; however, the amount that can be learned is much greater. All Alliance members need to realize that partnering does not have a concrete format, so creative ways

101 (Follow-Up GPA Partnership Review, 2015: 14)

of partnering must be considered. Based on the experiences within the Alliance, there is a repertoire of experiences for inspiration such as a traveling film festival as in Nepal to a girl reporter programme as in Bolivia.

Based on these, a simple guideline can be given for Free Press Unlimited, media partners, but also thematic-oriented NGOs:

When establishing a partnership, you need to be **C.L.E.A.R.**

Communication needs to be defined and internally/externally outlined

- Language and terminology used should constantly be reassessed

Expectations and differences should be managed by being made explicit

Added value of partners needs to be shared

Role of the media needs to be defined



Wordle Word map based on conclusions, lessons learned, and recommendations

VII. Appendix

Appendix A: Girl Power Programme Partners in Ghana, Nepal, and Bolivia

a) Ghana Girl Power Programme Partners

GPA Partner	Local Partner (*=CSC member)	Geographical Coverage
Plan Nederland	Plan Ghana*	
	CAPECS	Wa West District
	SILDEP	Akwapim North Municipality
	CRRECENT	Sissala West Municipality
	The Ark Foundation	East Akim Municipality
	AMPCAN*	Akwapim North Municipality
CHI	AMPCAN*	Akwapim North Municipality
FPU	MultiTV*	National
DCI-ECPAT	GNCRC*	Kwabre & Bosomtwi District (Ashanti Region) Wa Municipality (Upper West Region)
	DCI-Ghana*	Kumasi Metropolis & Obuasi Municipality (Ashanti Region)

Based on the 2014 GPA Annual Report. Difference between Country Steering Committee (CSC) partners and implementing partners is made. Plan Ghana is included in the list because they take on a coordinating role with their own implementing partners. Below is a brief description of each partner:

Girl Power Alliance Thematic-Oriented NGOs in Ghana Country Steering Committee (CSC)

In Ghana, the following organisations form the CSC and, with MultiTV, are the basis of this analysis:

[Plan Ghana](#) [Plan Nederland partner]

Plan Ghana is the local partner of Plan Nederland. It is essential to note that Plan country offices are autonomous entities. Plan International has had a country office in Ghana since 1992 with three core areas: quality education, economic security and health, and lastly, child protection. Plan Ghana has four local implementing partners in the Girl Power Programme that do not participate in the CSC. These are CAPECS, SILDEP, CRRECENT, and The Ark Foundation. Projects are community-based focusing on vocational trainings, girl camps, awareness raising, education on gender equality, and much more.

[DCI-Ghana](#) [DCI-ECPAT partner]

DCI-Ghana has been registered and active in Ghana since 1997, working towards promoting and protecting rights regarding juvenile justice, violence exploitation and trafficking, and education on human (specifically children) rights. This organisation is a local implementing partner of DCI-ECPAT. The organisation is based in Kumasi, in the Ashanti region of Ghana.

Ghana NGO Coalition on the Rights of the Child (GNCRC) [DCI-ECPAT partner]

GNCRC is another implementing partner of DCI-Ghana, established in 1996, that takes mandate from the United Nations Convention on the Rights of the Child (UNCRC). Their focus is on increasing children's awareness of their rights, improving public awareness about children's rights, and increasing government and donor commitment to the fulfilment of their obligations towards children living in Ghana. They are based in Accra but are implementing the Girl Power Programme theme of protection in the Ashanti and Upper Wa regions of Ghana. GNCRC has member organisations that are implementing partners of the Programme.

African Movement for Prevention of Child Abuse & Neglect (AMPCAN) [CHI + Plan Nederland partner]

AMPCAN was established in Ghana in 2008 with the mission to improve the welfare of children and to enhance opportunities for the development of children's full potential. At AMPCAN there is an emphasis on raising awareness, research, advocacy, participation and partnerships. AMPCAN is partnered with CHI in order to strengthen the child protection and referral systems in the country by providing a toll-free abuse response platform for children of Ghana.

b) Nepal Girl Power Programme Partners

GPA Partner	Local Partner (*=CSC member)	Geographical Coverage
Plan Nederland	Plan Nepal*	Sindhuli Makwanpur Myagdi Sunsari
	Sindhuli Integrated Development Services Nepal (SIDCS)	
	Village Women Consciousness Centre (VWCC)	
	Child Welfare Society (CWS)	
	Social Empowerment and Building Accessibility Centre (SEBAC)	
	SAHAMATI (Myagdi-Sindhuli)	
	Miteri Nepal	
	Rural Awareness and Development Organisation (RADO)	
	Rural Women Service Centre (RWSC)	
	PEACE Nepal	
	Disability Association Myagdi (DAM)	
	Child Workers in Nepal Concerned Centre (CWIN)*	
CHI	Child Workers in Nepal Concerned Centre (CWIN)*	National
FPU	Nepal Forum of Environmental Journalists (NEFEJ)*	National
ICDI	Child Workers in Nepal Concerned Centre (CWIN)*	Banke & Makwanpur
WW	Empowering Women of Nepal (EWN)*	Kaski

Based on the 2014 GPA Annual Report. Difference between Country Steering Committee (CSC) partners and implementing partners is made. Plan Nepal is included in the list because they take on a coordinating role with their own implementing partners. Below is a brief description of each partner:

Girl Power Alliance Thematic-Oriented NGOs in Nepal Country Steering Committee (CSC)

The following organisations, along with NEFEJ, form the CSC in Nepal:

Plan Nepal [Plan Nederland partner]

Plan Nepal is a local partner of Plan Nederland in the Alliance. Plan International has been working in Nepal since 1978 with an objective of helping poor children access their rights to health, education, economic security, and protection. It must be noted that Plan country offices are autonomous entities. The focus of Plan Nepal is around three domains: education, (reducing) emergencies, and health. Under the Girl Power Programme, Plan Nepal works with implementing partners: SIDCS, VWCC, CWS, SEBAC, SAHAMATI, Miteri Nepal, RADO, RWSC, PEACE Nepal, and DAM. Implementing partners were not active members in the CSC. Plan Nepal and implementing partners focus most on the result area of economic participation.

Child Workers in Nepal Concerned Centre (CWIN) [CHI + Plan Nederland + ICDI partner]

CWIN is a pioneer organisation, established in 1987, that is a partner of three Alliance members of the Girl Power Alliance: CHI, Plan Nederland, and ICDI. CWIN focuses on the rights of the child and combatting child labour exploitation by being an advocate especially for the issues of child labour, street children, child marriage, bonded labour, trafficking of children, children in legal conflict, and commercial-sexual exploitation of children. Under the Girl Power Programme, a child helpline was launched for support and rehabilitation of children at risk. CWIN works at a national level but also in specific municipalities or districts, focusing on both protection against violence and economic participation of girls and young women. CWIN also leads the Girl Power Programme in Nepal by means of coordination, logistics, planning, and reporting.

Empowering Women of Nepal (EWN) [WW]

EWN is a non-profit organisation that emerged from a Pokhara-based business in the Kaski region, the 3 Sisters Adventure Trekking, a trekking company promoting and supporting female trekking guides. With Women Win and the Girl Power Programme, a programme was established for girls to receive an education, trainings and practical experience. Additionally, a GOAL (Girls Leadership Training) programme is being implemented. EWN works specifically under the economic empowerment thematic area with a geographical focus based in Kaski. However, participants come from all over the country for these trainings.

c) Bolivia Girl Power Programme Partners

GPA Partner	Local Partner (*=CSC member)	Geographical Coverage
Plan NL	Plan Bolivia*	
	FyA* (Fe y Alegría Bolivia)	Chuquisaca - Icla
	CCIMCAT* (Centro de Capacitación e Investigación de la Mujer Campesina de Tarija)	Cochabamba-Mizque y Cochabamba (Dis.6)
		Santa Cruz – Ascensión de Guarayos
	DNI-Bolivia* (Defensa del Niño/Niña Internacional)	La Paz – La Paz (Dis. 4)
		Tarija (Yuncahará)
	CIPE* (Centro de Investigación y Promoción Educativa)	La Paz (Coripata, Sica Sica, Pucarani, Calamarca)
		Potosí (Uncía, Chayanta)
	CPMGA* (Centro de Promoción de la Mujer Gregoria Apaza)	La Paz – El Alto (Dis 5 & 6)
	Chaski Educativ*	Oruro – Oruro (Dis 4)
	CDC* (Capacitación y Derechos Ciudadanos)	National
CHI	Chaski Educativ*	Oruro
	PAIF-E (Plataforma de Atención Integral a la Familia – Emergencia) – Línea Gratuita 156	La Paz
FPU	Nicobis*	National
WW	CPMGA* (Centro de Promoción de la Mujer Gregoria Apaza)	La Paz (El Alto)

Based on the 2014 GPA Annual Report. Difference between Country Steering Committee (CSC) partners and implementing partners is made. In Bolivia, all partners are part of the CSC. However, during field research PAIF-E was not present. Plan Bolivia is included in the list because they take on a coordinating role. Below is a brief description of each partner:

Girl Power Alliance Thematic-Oriented NGOs in Bolivia Country Steering Committee (CSC)

It must be noted that for the in Bolivia a [Girl Power Programme website](#) was made by Chaski Educativ. The website is not in full use (or includes all partners) but shows the extent to which the Programme is implemented in Bolivia.

[Plan Bolivia](#) [Plan Nederland partner]

Plan International has been working in Bolivia since 1969 by supporting disadvantaged and excluded children, adolescents, and youth to claim their right. The priorities of Plan Bolivia are citizen participation, disaster resilience, and a healthy start. Plan Bolivia supports over 45,000 children and adolescents in 1,120 communities in rural areas. Plan Bolivia is the coordinator of the Bolivia Girl Power Programme, with many implementing partners that are also part of the Country Steering Committee.

[FyA \(Fe y Alegría\)](#) [Plan Bolivia partner]

Fe y Alegría is an international movement of popular education and social promotion based on the following values: justice, participation, fraternity, respect for diversity, and solidarity. They are working in 20 countries, mainly in Latin America, to work with impoverished communities. FyA has been working in Bolivia since 1966 specifically focusing on the demands for comprehensive, quality educational services aimed at indigenous and popular urban sectors. In the Girl Power Programme, FyA works in two urban districts (Cotahuma La Paz and Cochabamba Valle Hermoso) and three rural municipalities (Mizque Cochabamba, Icla Chuquisaca, and Guarayo Santa Cruz).

[CCIMCAT](#) (Centro de Capacitación e Investigación de la Mujer Campesina de Tarija) [Plan Bolivia partner]

CCIMCAT is the Tarija Education and Research Centre for Rural Women that was established in 1986 to promote social development in the Tarija municipality. The programmes supported by CCIMCAT are designed to assist rural women who work in an institutional and non-institutional framework. These fall under three categories: education, productivity, and research.

[CIPE](#) (Centro de Investigación y Promoción Educativa) [Plan Bolivia partner]

CIPE has been around for about 25 years, promoting programmes based on children's rights and for the last 15 years, focusing on local production and rural development. Under this framework, CIPE specifically focuses on crosscutting themes such as education, training, and communication. Within the Girl Power Programme, the education component is considered by providing strategic assistance through municipal coordinators and field coordinators focusing on community-based projects. CIPE implements projects in Potosi for the Programme.

[DNI-Bolivia](#) (Defensa de Niñas y Niños Internacional – Bolivia) [Plan Bolivia partner]

DNI-Bolivia is a member of the international Defence for Children International (DCI) network. This faction of the DCI network was founded in 1986, to promote and defend the rights of girls, children, and adolescents through a legal framework. In the Girl Power Programme, DNI-Bolivia is a partner of Plan Bolivia and thus Plan Nederland (not DCI-ECPAT), working in the municipalities of La Paz, Oruro, Santa Cruz, and Cochabamba.

CDC (Capacitacion y Derechos Ciudadanos) [Plan Bolivia partner]

CDC is a research institute that has been working since 1993 to promote and raise awareness and respect for human and citizens' rights through educational activities and legal assistance amongst the most vulnerable of the Bolivian population. Within the Girl Power Programme framework, CDC is in charge of the Learning Agenda. CDC is not an implementing partner of projects.

CPMGA (Centro de Promocion de la Mujer Gregoria Apaza) [WW + Plan Bolivia partner]

The Centro de Promocion de la Mujer Gregoria Apaza (CPMGA) was formed in 1983 to transform the power relations and inequalities regarding gender, economics, and ethnic cultures. The mission of CPMGA is to empower women as social subjects, breaking down patriarchal oppression in Bolivia. The name comes from an indigenous Bolivian culture, Aymara, heroine: Gregoria Apaza. Within the Girl Power Programme, they mainly focus on the theme of protection against violence, primarily in El Alto. Additionally, CPMGA has a communication component through their radio programme, [Radio Pachamama](#).

Chaski Educativ [CHI + Plan Bolivia partner]

Based in Oruro, Chaski Educativ is an institution that supports social welfare through the integration of ICT in education processes. They work in coordination with the Department of Equality and Opportunity (DIO) in Bolivia supporting prevention and response to violence specifically in the Oruro municipality. Educativ promotes the Bolivia GIRL POWER PROGRAM through implementing a helpline for children and youth in Oruro.

Paif-E Linea Gratuita 156 (CHI partner)

Paif-E Linea Gratuita 156 is a partner of CHI that is based in La Paz. It is a part of the government that has helped launch the creation of a helpline for child abuse in La Paz, #156 (at the bottom of the [website](#)). It is a partner that was included later in the Bolivia Girl Power Programme

Appendix B - Analysis Framework GPA Media Partnership Review

RELEVANCE	Perceptions of media (for children & youth)
	Relevance of partnership between media & TONGO
	Concrete examples of collaboration
EFFECTIVENESS	Reasons for collaboration
	Joint design, why or why not?
	Clear plan, goal, roles and responsibilities between partners
EFFICIENCY	Costs of collaborating (financial, social, organisational, etc.)
	Influence of structure of the Alliance on collaborations
	Time and resources involved (cost-benefit)
IMPACT	Most significant change due to collaborating, why?
	Added value of a media partnership
	Unexpected changes
SUSTAINABILITY	Current collaborations
	Equal commitment by partners to collaborate
	Desire to continue to collaborate, why or why not?
INNOVATION / LEARNING	Missed opportunities
	Lessons Learned

Loosely based on the OECD-DAC Evaluation Criteria as a guideline. Created by author.

Appendix C – Interview Data

a) Interview Data Ghana

Method	Organisation	Position within GPA	Date
Interview	FPU	Ghana Country Team	April 15 2015
		Board of Directors	April 15 2015
	Plan Netherlands	Girl Power Desk	May 12 2015
		Ghana Country Team	May 12 2015
	CHI	Ghana Country Team	June 10 2015
	MultiTV	CSC member (Executive Director)	July 17 2015
	Plan Ghana	Ghana GPP Coordinator / CSC member	July 14 2015
		Plan Ghana Staff (Head of Operations)	
	DCI-Ghana	CSC member (Director)	July 16 2015
	GNCRC	CSC member (National Coordinator)	July 15 2015
	AMPCAN	CSC member (CEO)	July 17 2015
Focus Group	MultiTV	Producer	July 13 2015
		2 reporters	
	DCI-Ghana	CSC member (director)	July 16 2015
		3 DCI-Ghana staff members	
		2 teachers involved in GPP projects	
		Parent representative involved in GPP project	
		2 DCI-Ghana interns	
Validation Focus Group	MultiTV	Executive Director	July 21 2015
		Producer	
		2 reporters	
	DCI-Ghana	Representative (Finance officer)	
	AMPCAN	CSC member (CEO)	
		2 interns	
	GNCRC	Representative	
MSC Selection (responses from)	FPU	Ghana Country Team (pre-selection too)	Oct 7 & Oct 12 2015
	DCI-ECPAT	Ghana Country Team	Oct 8 2015

b) Interview Data Nepal

Method	Organisation	Position within GPA	Date
Interview	FPU	Nepal Country Team	April 20 2015
		Board of Directors	April 20 2015
	Plan Netherlands	Girl Power Desk	May 12 2015
		Nepal Country Team	May 18 2015
	CHI	Nepal Country Team	May 18 & 28 2015
	CWIN	Nepal GPP Coordinator / CSC member	September 15 2015
	Plan Nepal	CSC member (Livelihoods Coordinator)	September 15 2015
	EWN	CSC member	September 16 2015
Focus Group	NEFEJ	CSC Member (Director Audio Visual Dept.)	September 14 2015
		Editorial Director	
		CSC Member	
Validation Focus Group - SKYPE	NEFEJ	Director Audio Visual Dept.	September 24 2015
	Plan Nepal	Livelihoods Coordinator	
	CWIN	GPP Coordinator	
	EWN	CSC Member	
MSC Selection - SKYPE	Plan NL	Nepal Country Team	October 14 2015

c) Interview Data Bolivia

Method	Organisation	Position within GPA	Date
Interview	FPU	Bolivia Country Team	April 20 2015
		Board of Directors	April 20 2015
	Plan Netherlands	Girl Power Desk	May 12 2015
		Bolivia Country Team	June 15 2015
	CHI	Bolivia Country Team (SKYPE)	June 10 2015
	Plan Bolivia	Bolivia GPP Coordinator / CSC member	August 11 2015
	FyA	CSC member (National Advisor)	August 11 2015
	DNI-Bolivia	CSC member (Director)	August 11 2015
	CDC	CSC member (Director)	August 12 2015
	CIPE	CSC member (Education Coordinator)	August 12 2015
Survey	CPMGA	CSC member	August 12 2015
	DNI-Bolivia	CSC member (Director)	October 22 2015
Focus Group	Nicobis	CSC Member (Executive Director)	August 10 2015
		Certified Public Accountant	
		Founder/reporter	
	Chaski Educatic	CSC member (Director)	August 14 2015
		GP Coordinator	
		Communications Officer	
Validation Focus Group	Nicobis	Creative Director	August 17 2015
		Certified Public Accountant	
	Plan Bolivia	GPP Coordinator	
		PME Officer	
		Finance Officer	
		Communication Officer	
		2 representatives	
	CDC	2 representatives	
	FyA	National Advisor	
		1 representative	
	DNI-Bolivia	Director	
	CCIMCAT	CSC Representative	
	Chaski Educatic	Communications officer	
	CIPE	1 representative	
MSC Selection - SKYPE	FPU	Bolivia Country Team (pre-selection too)	October 14 2015
	Plan NL	Bolivia Country Team	
	CHI	Bolivia Country Team	

Appendix D – References

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Appendix E: Most Significant Change Story Ghana – Most Significant Change (MSC) Story From Media Partnership in Ghana Girl Power Programme Click [here](#) for full report on Ghana.

Room for Improvement – **SELECTED STORY**

Organisation: GNCRC; **Sex:** Male; **Occupation:** National Coordinator

Date: July 16 2015; **Location:** GNCRC office, Accra; **Story-collector:** Dennis Bednar

“Personally, here I am the coordinator of the coalition; the National Coordinator. GNCRC has existed since 1996 but was registered in 1997. I have been involved with GNCRC for a very long time. Before I came to join the secretariat, I was part of the regional activities for GNCRC in the Ashanti region. I coordinate all the activities in the country and report to our partners as well. I am in charge of proposal development and consolidating reports to partners. I need to ensure that members are doing what is expected of them. I sometimes go on monitoring trips to see how things are going. I represent the coalition in government meetings and other programmes or sub-committees. The role of GNCRC in the GIRL POWER PROGRAM is that we are implementing the theme of protection in the Ashanti region. We are also implementing the same protection aspect in the Upper West region (Wa Municipality). Specifically we focus on protection, so we give our members, the implementing partners, some resources to undertake a series of activities that are outlined in the project proposal.

I am not aware of any concrete examples of when MultiTV took stories from the GIRL POWER PROGRAM or collaborated on GP issues. There has not been much involvement so it is difficult to assess the change. The theory behind the inclusiveness of Free Press Unlimited has not been materialized in programme implementation. Even I don’t know if just acknowledging that this programme is being sponsored by this Girl Power Alliance would have cost them [MultiTV], but there wasn’t anything like that. Even if you don’t work in the Alliance, it could have been put underneath as sub-text saying ‘this has been supported by these people’. It wouldn’t have cost them anything, but there was none of that. Already this would have brought about more change. It is hard to see what the added value has been. The change that I have seen is that there has not been any added value even after all this time.

When the old Free Press Unlimited partner [Community Radio Network] left the Alliance, we kept on asking where they were because it would have been a very nice theme and aspect to involve in the GIRL POWER PROGRAM. A CSC made up of such different groups that were really going to push issues on different topics like girls at the regional, district, and national level. But we didn’t see this happen. So this change was significant to me because there was no clear distinction about what should be done with a new partner.

The factor is the element of clarity in terms of what role the media partner are going to play, critically in regards to GP programme implementation. This is something that could have been changed at the Dutch-level. If those people at the Dutch-level made it clear to MultiTV that there was a certain role they needed to play within the GP programme, then they would have done so. But this was totally missing. We are even wondering what is the role that they are supposed to play? It would have been a stronger component if this was clarified at the Dutch-level. For example, even when they were signing the MoU, none of us were present or aware. That could have been a starting position; sharing that ‘these are the partners you are working with’ could have highlighted the whole programme.”



Selection by Ghana Country Team (FPU + DCI-ECPAT through written/blind voting) – Oct. 8 & 12 2015

Arguments for selection:

- FPU: Open and honest experience; clear recommendations for improvement...Shows ideas of how it could have been done better or differently. This is the learning that Free Press Unlimited wanted from this research.
- DCI-ECPAT: This case shows the necessary factors for success to happen. The missing link is identified.

Arguments against this and other stories:

- DCI-ECPAT: [In this story] No change was made...do you want to showcase that or not?
- DCI-ECPAT: [Others] Do not show significant change of media coverage/partnership; could have been more explicit.
- FPU: [Others] were too negative without self-reflection from the storyteller or because the described change did not take place.

Learning from stories:

- FPU: It is very clear that FPU is seen to have not sufficiently informed the other partners of Ghana about its change in partner. This caused a lot of distrust towards Free Press Unlimited (and thus MultiTV), which could not be repaired anymore.
- DCI-ECPAT: From this story and other stories combined one can conduct the factors that need to be in place for a successful collaboration resulting in change.

Appendix F: Most Significant Change Story Nepal – Most Significant Change (MSC) Story From Media

Partnership Nepal Girl Power Programme Click [here](#) for full report on Nepal.

Legitimacy – **SELECTED STORY**

Organisation: NEFEJ; **Story-teller:** CSC Representative;

Date: September 14, 2015; **Location:** NEFEJ Office, Kathmandu; **Story-collector:** Dennis Bednar

“NEFEJ is 30 years old. At first there were many journalists that wanted to report on environmental and sustainable development issues. The objectives are related to lobbying & advocacy, capacity building of journalists, creating a philosophy and environment for journalists (because politics was always mainstreamed), creating policy-level interactions with media and hosting sensitization programmes.

The audio-visual department [where Naya Pusta is created] has been around for 25 years and started with a video magazine. Then we also created Radio Sagammartha – the first community radio of Nepal. We also created wall newspapers, which had information glued to the walls where people gathered, so they didn’t have to purchase one. Naya Pusta was established because we had a long relationship with Free Voice (which became part of Free Press Unlimited). We got lots of support for communication. In 2008 we did a media scan on children programming in mainstream media and we saw that there was a huge gap where often, adult music/content is used for children programming. The programme became visual in 2012 but we do broadcast the Kids News Network radio version on 61 community radio stations. The content is the same but the post-production process is different. We also have an online portal where there is updated news in terms of articles, radio, and television episodes.

We were involved with most of the organisations of the Alliance since before the Girl Power Programme and so we had already established a relationship before making it easy to communicate with one another. For example, CWIN and NEFEJ are two of the oldest NGOs in Nepal so we have a very personal relationship. We worked together during Nepal’s political development. Individually we know each other well. Plan Nepal also had our cooperation before the Girl Power Alliance.

Before the Girl Power Programme, we didn’t necessarily focus on girls’ issues but now [because of the Girl Power Programme] we do. During the earthquake [in April 2015] we started to focus more on girls and raised the issue of how girls have less toilets and are less open, more shy, which meant that there was no protection for girls during their menstrual cycle. We raised these issues because of the GIRL POWER PROGRAM. We also observed that the Alliance was doing many activities that were not in the public view. As the media partner, we worked together with them to give them more legitimacy. An output of this is when we [Girl Power Alliance] organized the international day for the girl child, the deputy Prime Minister joined, meaning media had given legitimacy to the other partners. Otherwise, they may not have gotten such public notice. The change is that by being part of the Girl Power Programme we empowered organisations too.

[This was significant] because the government was taking us seriously. Lobbying and advocacy had been done and because we worked together, the government’s attitude towards us was different. This matters for success. Media presence really matters in our country. We could create a specific media environment. Even though we don’t have many funds, we can spread the word to create such an environment where we can get the attention of the authorities.

Specifically, the partners of the Girl Power Programme invited us to meetings and then events could be aired on Naya Pusta.”



REASONS FOR SELECTION

Arguments for selecting story:

- CHI: NEFEJ story presented in a way that they can recognize their own change and their own contribution to the Girl Power Programme. They mention little bits of different components of the change. NEFEJ mentions they were focused on environment and then because of exposure to the Girl Power Programme they became more interested in girls rights and noticed how these issues play in society and how it features in their programme.
- PlanNL: Shows that there can be much more integration on using the media programme;

Arguments against other stories:

- PlanNL: Why select a story? It is just one perspective of NEFEJ, but then we need to include the Alliance perspective. You need to combine both parts. Maybe CWIN story with the comments we make have the perspective of the Alliance [in regards to change].
- CHI: The others not because the biggest piece of the change was reflected in the first story. The smaller pieces of change, the informal changes are reflected in the other stories.

Learning from stories:

- PlanNL: Programmatic approach was never really mentioned by the local partners...need to highlight how we can and need to improve capacity of other organisations, including the media partner, in terms of how to work with children, by training staff on children's issues, and knowing/respecting the rules/roles of children.
- CHI: There could have been more integration of the media component in the Girl Power Programme... We need to think of the media not just as a tool but as a partner...Importance of how to partner, what will you do as a partner, and when to partner is so important. Need to reach out to media in a specific way to catch all the opportunities for lobbying and advocacy.

Appendix G: Most Significant Change Story Bolivia – Most Significant Change (MSC) Story From Media Partnership Bolivia Girl Power Programme – Click [here](#) for full report on Bolivia.

Constitution – SELECTED STORY

Organisation: DNI-Bolivia; **Story-teller:** Director / CSC Member; **Date:** August 11, 2015;

Location: DNI-Bolivia Office, La Paz; **Story-collector:** Dennis Bednar; **Translator:** Ignacio Bustillos

"[We were] First involved when we heard about the municipal project of the Girl Power Alliance. DNI is an international NGO that has been around for 30 years in Bolivia. DNI-Bolivia is part of an Alliance of DNI's in 40 countries. In Bolivia, they are present in 4 departments for the GPA by promoting the rights of children and young people. DNI proposes ways to give children their rights and to make them fully participating citizens.

A story that I wish to share is of a girl that participated in the writing of the carta organica; the municipal constitution. NICOBIS covered this and how the girl had created her own identity. This was then shared with other teenagers (through PICA) and she became an example. By showing her experience of writing the carta organica, teenagers began to think, "if she can do it, so can I". DNI-Bolivia also works very much in following life-stories of various girls. However, we don't have the means or someone who can follow these girls. NICOBIS had the capacity to do this, which highlighted the impact of the GIRL POWER PROGRAM.

We got to see a teenager grow [because of PICA]. This was significant. At first, she was shy and did not participate. She was very passive. Now, she's a leader and a lot of partners see her as a reference of girl power. You can see the change and evolution of a girl into a leader. That is the process that Girl Power is all about.

DNI-Bolivia promoted girls to become the protagonist but Nicobis followed them, they helped as the communication resource. It is and was very important for DNI-Bolivia that Nicobis participates in part of this process. Nicobis amplifies the processes of DNI-Bolivia and of the GPA in general. Nicobis shows how you can create a memory of this project; like the story of the girl and the carta organica. They record the experience of the Alliance."

REASONS FOR SELECTION

Arguments for selecting stories:

- CHI: This is a focus on one case, giving better understanding of how changes in one girl can positively affect a community.
- PlanNL: The process of writing municipal constitutions is more than an issue of informal participation. This is really about formal politics. It is quite interesting.
- FPU: Shows [change in] girl at an individual level, collective (she can do it, so can they) for all girls in the community, and political because it is about a constitution.
- CHI: The story can be followed-up on.

Arguments against other stories:

- FPU: The other stories are more of an end result and cannot necessarily be followed up on.
- CHI: Do not show how the media component impacted all these levels.
- PlanNL: Common denominator in all stories is a lack of process change arising.

Learning from stories:

- FPU: Learned that it is so important to understand the process, how we get to a certain result.
- PlanNL: Need to learn more about the processes behind our programmes. We need to learn how to use these spaces of organized girls and women by incorporating a media component.
- CHI: Need to follow-up on stories the media component shares.

ANNEXES

VIII. Country Report: Ghana



News Generation anchor filming the children's news programme in the MultiTV studio in Accra, Ghana.(Photo taken by author, July 2015)

8.1 Executive Summary

Main Conclusions

The main conclusions of this study in Ghana are:

- The overall role of the collaboration between MultiTV and thematic-oriented NGO partners was seen as non-existent, yet there was an observed potential for a very prominent role.
- In the Girl Power Programme in Ghana, there was a gap in regards to using MultiTV as a means of promoting gender equality to MultiTV being used as a tool for the Alliance
- The media partnership was not effectively established due to organisational differences. This is for reasons such as MultiTV being a commercial multimedia organisation (but also broadcasting on an open-to-air channel) whilst the thematic-oriented NGO partners are non-profit or a lack of clear programmatic roles and goals.
- If there were collaborations between MultiTV and thematic-oriented NGO partners, they were not efficient because there was too much focus on the time and resources involved as well as the influence of the Alliance's structure.
- The partnership focus lies too much on the history of the partner selection rather than future possibilities. The added value of the media partnership remained minimal due to the strong link to the original media partner selection. Before the merger into Free Press Unlimited in 2011, the media partner selected was a network of community radios but due to a policy change, a different (audio-visual) partner was selected – MultiTV.
- All partners, including Free Press Unlimited and MultiTV, have a desire to expand on collaborations between MultiTV and thematic-oriented NGO partners if the nature of the partnership is restructured – ties need renewing and synergy needs to be created.

Lessons Learned

Based on these observation there are lessons to be learned at a policy, strategic and programmatic level in the coordination of strategies between the media partner (MultiTV) and the more thematically oriented NGO partners. These lessons can be categorized into four central lessons learned:

1. Any partnership, especially one with a different sector, needs to be based on in-depth discussions regarding roles and goals of each component. This is something that should have been done at a policy and strategic level (in the Netherlands) just as much as on a programmatic (in country) level. This does not mean that only roles and goals are discussed but also expectations.
2. Timing of the partnership needs to be addressed. When a media partner, or any partner in fact, joins a partnership

later in the partnership process, it cannot be overlooked. This is especially in terms of making sure everyone is using the same terminology at the same pace.

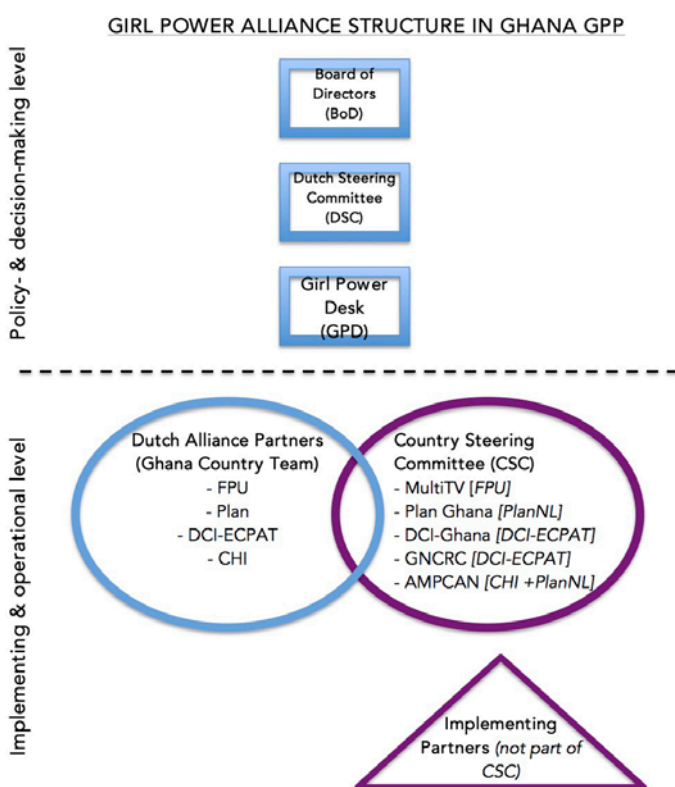
3. There was recognition that when working with a different type of partner, such as the media or a thematic-oriented NGO, diversity must be acknowledged. Without acknowledging differences between partners explicitly in terms of vision, mission, strategies, or even partnership agreements, further steps forward cannot be made.
4. All Girl Power Programme partners in Ghana claim to have learned that a partnership between the media and thematic-oriented NGO needs to be followed-up on proactively. It is the next step, which comes down to what each individual makes of the current partnership.

Recommendations

From the conclusions and lessons learned, recommendations can be given for future partnerships between media partners and more thematically oriented NGOs:

- **Reconsider the language used** – the assumption is that everyone is on the same page. However due to the organisational differences between the media partner and thematic-oriented NGO, more emphasis needs to be placed on clarifying and explaining the terminology, concepts, and framework to all partners.
- **Define roles** – Explicitly define the role of each partner, but especially for a component that is as different as the media. Include this in partnership agreements and Memorandums of Understanding (MoUs).
- **Make partnerships relevant to you** – Further use the platform that the partnership creates in order to capitalize on expertise from both sides. MultiTV can provide training for thematic-oriented NGOs on what makes a story and thematic-oriented NGOs can provide training on children's issues whilst giving access to a vast network. Think out of the box and creatively in terms of partnering between a commercial multimedia organisation and NGO.
- **Manage expectations** – Similar to defining roles, expectations need to be made explicit and shared in order to be managed. As roles are not stagnant, expectations are neither. Thus, managing expectations between the media partner and thematic-oriented NGOs will allow for collaborative shaping of a partnership.
- **Showcase** – Sharing lessons learned, experiences, projects, and ideas is essential to making a partnership work. As MultiTV is working with many visual (and new) technologies, sharing should be done on a regular basis. Showcasing should be integrated into the monitoring system of the partnership at a policy, strategic and programmatic level.

Overall, the role and added value of collaborations between MultiTV and thematic-oriented NGO partners was minimal. However, this does not mean that the Girl Power Programme in Ghana was not a success in any way. It just means the collaborative efforts between the media component of the Girl Power Programme and thematic-oriented NGOs was never fully integrated into the programme as a whole. It remained a stand-alone project. This was based on the defining of roles between partners as well as the history of Free Press Unlimited's partner selection (from the community radio partner to MultiTV). However, a surprising outcome of having a media component in the Girl Power Programme was the amount of learning that took place; the recognition of the potential of media and desire to further extend such a partnership. If roles are defined, expectations are managed, and experiences are shared, the partnership between MultiTV and thematic-oriented NGOs can flourish.



Structure of the Girl Power Alliance in Ghana. Blue represents Dutch positions and purple represents local in-country partner roles. (Adapted from Girl Power Operational Manual, 2009)

8.2. Findings

In the following section, the findings will be discussed. First, in order to understand where the views of the local partners are coming from, the perceptions of the Alliance partners, including MultiTV, regarding the media landscape in Ghana will be analysed. Regarding the media partnership the following points will be discussed: relevance, effectiveness, efficiency, impact, and sustainability of the media partnership. For each section, a conclusion will be described (in a highlighted box).

It is important to note that the results of this evaluation are to be used for institutional learning, not to make stark conclusions. The information is based on desk research and perceptions of those directly involved in implementing the Girl Power Programme in Ghana. No generalizations can be made as this is not evidence-based, but perceptions cannot be ignored.

8.2.1 Perceptions on Media Landscape in Ghana

Media in Ghana, especially audio-visual media, were seen as focusing on urban realities. Nonetheless, media in Ghana can break down and advocate for children's issues whilst enhancing participation and right to information.

The media in Ghana has grown so much in the past decade....people have become more free and people are vocal but there are still a few issues: media ownership – there is so much political media or propaganda! Luckily Ghanaians know what is not good and secondly, professionalism and skills – they are far apart and media houses let people do what they want to, so some stories need to be called out for example.¹⁰²

Although Alliance partners, such as MultiTV stated above, perceive the media landscape in Ghana as quite free, there are still aspects that need consideration (see [Section 2.4.1](#)). In relation to the Girl Power Programme, partners see media as being a powerful tool that can be used to provide context on children's rights and gender equality. This was a perception that was evident

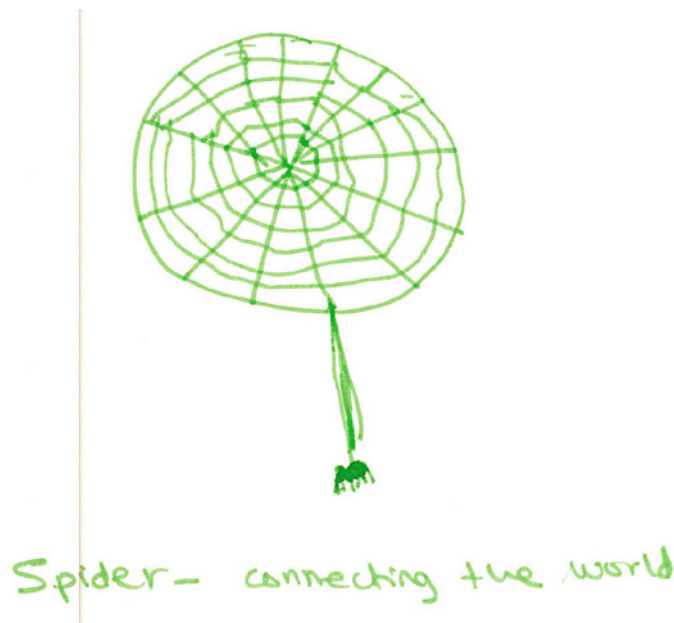
¹⁰² (Interview MultiTV, July 17 2015)

at the policy, strategic, and programmatic levels. Media was seen as a tool to break down important issues for children, educating them at their level using a child's level of language. However, the norm is that this is not being done. Media gives children a voice and a right to information, which is exactly what Free Press Unlimited strives for within the Girl Power Programme¹⁰³. It can cause the public to respond to children's issues whilst simultaneously advocating for them. This was a view that was seen both by the media partner and by thematic-oriented NGO partners:

*The media can be used for advocacy. With specific programmes, we are giving people a voice. Previously, nobody listened to children...Children in this environment are not told to speak their mind. In the northern part of Ghana they talk very differently about issues. You really have to encourage children. In Accra you can tell that children feel free to talk. So we really try to get a diversity programme running with various programmes and kids. We want to keep it diverse to have a show that cuts across any barriers by facilitating and giving them all a platform.*¹⁰⁴

*It [media] is to help advocate issues on their behalf. To use this platform to sensitize people on issues affecting girls and young women. It fosters some level of networking amongst groups of women and girls that at the grassroots level they can have a feel of what happens elsewhere and what is going to happen in their jurisdiction. They can use it as their platform.*¹⁰⁵

Therefore, creating such a network and platform is meant to extend and enhance children's ownership and participation over issues related to them, because at this point this was seen as inadequate. However, a common view about the media in Ghana was that the focus is too urban, and often forgets the rural people. This was especially the case for audio-visual mediums. For example, as was noted by AMPCAN, the use of a television programme has a "very narrow focus specifically addressing urban [youth], so not the rural areas where



"I see the media connecting the world to each other, just like the spider has its web that spreads across vast spaces. That is what I think about when I think about the media – connecting everyone"
said by a MultiTV representative during the Validation Session with the Country Steering Committee (July 2015)

the Girl Power Alliance is in"¹⁰⁶. MultiTV considers this too as there is a strong desire to create a radio version of the children's news programme. Although the perception of the media was that it could be used to bring about change, the scope or focus of the media in Ghana is seen as limiting.

8.2.2 Partners' Perception on the Partnership Between MultiTV & Girl Power Alliance Thematic-Oriented NGO Partners

Relevance of the Media Partnership

There was a discrepancy between using MultiTV as a means to reach a specific goal of gender equality or media as a tool for the Alliance, making News Generation distant from main actors and constituents of the Girl Power Programme.

All members of the Alliance in Ghana agree on the critical themes that the Girl Power Alliance addresses. There is also an informal understanding that a partnership between

¹⁰³ (Interview FPU - Ghana, April 15 2015)

¹⁰⁴ (Focus Group - MultiTV, July 13 2015)

¹⁰⁵ (Interview GNCRC, July 15 2015)

¹⁰⁶ (Interview AMPCAN CSC, July 16 2015)

MultiTV and thematic-oriented NGO partners can indeed strengthen the promotion of girls rights in Ghana, giving girls a voice in Ghana, and educating not only children but secondary audiences like adults or teachers¹⁰⁷. The importance of linking a children's news programme to the Programme is evident, yet the applicability of such collaboration never surfaced.

The perception of the relevance of the media partnership was that the children's news programme, News Generation, was seen as a separate project; "there was a total disconnect...we have not felt involvement that much"¹⁰⁸. Every Alliance member, including the media partner, agreed that the assumption behind this lays in the fact that Free Press Unlimited and MultiTV initiated the News Generation programme late in the Alliance; "this created the challenges"¹⁰⁹.

We realize that lots of organisations only involve us in the end phase when they need to launch or present something or report something but we want to know what goes into that report. If we are part of the process then we can help set the agenda right from the beginning"¹¹⁰

Just as was mentioned by MultiTV above, not being part of the process, or the set-up and design, was seen as a factor that affects the integration of the media component. Other points that were mentioned as defining aspects on how relevant the media partnership was in the Girl Power Programme was the location of MultiTV, the medium that was used and the type of organisation MultiTV is. MultiTV is part of a huge company based in Accra, Multimedia Group Limited, driven by producing media. Thus being a commercial multimedia organisation, as the Free Press Unlimited Ghana Country Team member states, "their realities are different" than an NGO"¹¹¹. For organisations such as DCI-Ghana based further away in Kumasi, this was seen as a factor deciding the relevance of the partnership. An additional perception was that the use of audio-visual means made the partnership distanced from the constituents of the Girl Power Program.

...since MultiTV is a paid TV, it is out of coverage in most of our working areas. We work in marginalized communities in the Upper West region; we work with marginalized communities that do not have access to MultiTV. Even when we plan resources to go and do something and air there, they won't see it..."¹¹²

It must be noted here that, all partners, including Free Press Unlimited, recognize this comment of being distant from Girl Power Programme areas. MultiTV and Free Press Unlimited took this into consideration during the partner selection process. News Generation is indeed on MultiTV, where a decoder needs to be bought, but it is also being broadcast on an open-to-air channel in order to reach a larger audience, which includes one that cannot afford the MultiTV decoders.

Another important aspect is that the relevance of the media in the Girl Power Programme was never defined; how the media partners would commit themselves to the Programme. There was an understanding (and expectation) that the partnership with the media would be based on coverage and communication as was noted by Plan Ghana.

Coverage, this is the role that I see MultiTV play when I talk about the Girl Power Programme... Yes, we work with other media partners too. Our communications team have a pool of media partners that we work with but not in the sense that they have signed a Memorandum of Understanding with them. We have media partners that we can call at very short notice if we have programmes or events they can cover and then they will come. This is more for coverage, what we are using these partners for. It is not for creating programmes with them but coverage of the programmes."¹¹³

In fact, the relevance of the partnership was overlooked in the sense that Alliance members had their own media partners that they were already working with, like Plan Ghana. Thus if the role of MultiTV as a media partner for the Programme was not defined, what would the applicability or relevance of a collaboration be? The

107 (Interview MultiTV, July 13 2015)

108 (Interview Plan Ghana, July 14 2015)

109 (Validation Focus Group - AMPCAN, July 21 2015)

110 (Validation Focus Group - MultiTV - July 21)

111 (Interview FPU - Ghana, April 15 2015)

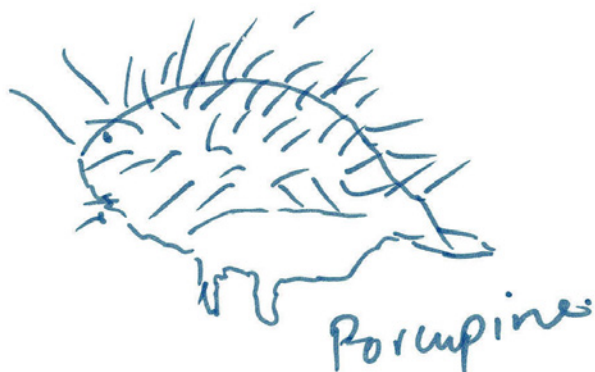
112 (Interview Plan Ghana, July 14 2015)

113 (Interview Plan Ghana, July 14 2015)

common response from thematic-oriented NGO partners was that they would define the media partnerships role on previous experiences with media, therefore expecting coverage. The following quote by the Ghana Country Team representative from Free Press Unlimited encapsulates what the relevance of the media partnership was based on:

There is a discrepancy between regarding media [and the partner] as a means to reach a specific goal OR media as a tool for the Alliance. There is an expectation that the media partner will create a platform to advocate for the Alliance when they [the media partner] actually want to tell quality stories...It comes down to advocating for a programme [GPP], which supports a cause [girls and young women's rights] versus advocating directly for a cause.¹¹⁴

The media partnership was not relevant for all parties to reach the objectives of the Alliance. This was based on their links to the Girl Power Programme, the fact their work was centred in Accra, the use of television, the fact that MultiTV is a private organisation, and most importantly, the expectations created around the role of MultiTV.



"You can't touch it [the media] and it has power" said by a DCI-Ghana representative during the Validation Session with the Country Steering Committee (July 2015)

Effectiveness of the Media Partnership

Due to organisational differences (commercial/ NGO) and lack of clear programmatic roles, a media partnership was not effectively developed.

In any partnership, there will be differences. There will be differences in mission, vision, objectives, projects, etc. Nonetheless, this should not affect the effectiveness, the collaborative capabilities, of partnerships - it should be acknowledged and considered an asset¹¹⁵. However, in the Girl Power Programme in Ghana, this difference was seen as a detrimental factor to further partnering, which will be explained in this section. MultiTV is part of a commercial multimedia organisation and thus works differently than an NGO as MultiTV states themselves:

We are on JoyNews so we have our revenue targets to meet. I see the information that we have from you [NGOs] and that is the thing, we need that information in order to work. WE have had organisations that have supported us, taking us to their [project] areas and they have paid for the travel and production but that doesn't mean we do PR [public relations] for that organisation. We are not doing public relations; we want to see what is happening on the ground to show what needs to be done to support those kinds of projects. We have done those kinds of collaborations before. The right information and analysis is key to be effective.¹¹⁶

This last sentence is where the emphasis should have been placed regarding effectiveness of the media partnership – needing to find the right information and how to break it down within the Girl Power Programme; how to share news-worthy information. However, because MultiTV joined the partnership after the Alliance had already been formed, the direct link to the Alliance or the Girl Power Programme thematic areas that they were advocating for (such as economic empowerment or socio-political participation) never surfaced. This seemed to have a close link to the language used and different working realities. The terminology, such as the thematic areas, was not fully understood by all. This was also partially due to a lack of

¹¹⁵ Kania, John & Kramer, Mark. (2011) FSG/Standord. http://ssir.org/articles/entry/collective_impact#sthash.9hQPUWoQ.dpuf

¹¹⁶ (Validation Focus Group - MultiTV, July 21 2015)

¹¹⁴ (Interview FPU, April 15 2015)

clear explanation of the media component within the Girl Power Programme; the language that underlined the Girl Power Programme was unclear.

...this relationship was never created with MultiTV and this is because they didn't start with us so they didn't get into the Country Steering Committee straight away and get the concepts behind it, which is based on the structure of the Alliance.¹¹⁷

Without an in-depth understanding of the language used, the goal of the Programme in Ghana could not be integrated into the media partnership. The respondent mentions how this gap is based on the structure of the Alliance - on how it was not a country-specific issue, but a Dutch-Alliance one. MultiTV was doing what was required of them.

...it is about the role they were assigned to in their Terms of Reference [ToR].. If in your ToR you have certain outputs, you deliver to meet these outputs and that is all. If they were not tasked then they won't do it...They were doing their own thing. My understanding was that the partnership they had was to break down news for children so they had to decide what they think is news for children but the partnership did not ask them to strictly fall in line or produce news solely on these [Girl Power Programme] thematic areas, for example on protection against girls and women or from Girl Power Programme areas. There was nothing like that...They were not bound by their ToR to necessarily produce news on Girl Power Programme communities. They are not bound to the Girl Power Programme. They are bound to produce news for children.¹¹⁸

There was a lack of communication. However, this was seen as a Dutch Alliance issue, a policy or strategic issue and not particularly a programmatic one. This was a common feeling amongst the Country Steering Committee partners, as a representative from GNCRC states that "if the...Dutch level made it clear to MultiTV that 'this was the role you need to play in the Girl Power

Programme' then they would have done this. But this was totally missing".¹¹⁹ Free Press Unlimited could have addressed this more explicitly to MultiTV. The sense was that this was a strong component that could have been clarified at the Dutch level, between all Alliance partners in order to make collaborations effective as MultiTV states.

I feel like we were not focused on the Alliance from the beginning, we were just focused on News Generation. We didn't even try to define our role in the Alliance; we didn't pursue it. We just had suspicions on what we were doing as part of this larger Alliance.¹²⁰

Efficiency of the Media Partnership

When and if there were collaborations between MultiTV and thematic-oriented NGO partners, they were not efficient due to too much focus on the time and resources involved in collaborating as well as the Alliance structure.

Honestly, we haven't done as much as we could have in the Alliance. I have been in a couple of their meetings and the challenge was trying to merge our role with their role. So one of the things that came up is that they like to call us if they have an event and for us, but that is boring news. We want to go out there with you in the field to see what is happening in the field. We have sort of had that discussion but we got stuck on transport and logistics. Transportation, timing, etc. We got stuck in logistics regarding our role in the Girl Power programme.¹²¹

As MultiTV states above, in Ghana the impression of the media partnership was that collaborations that did occur were not efficient. In all cases this revolved around finances regarding transport, accommodations, timing, and simple logistics. Why should this hamper a partnership? For example, DCI-Ghana is based in Kumasi

117 (Interview DCI-Ghana, July 16 2015)

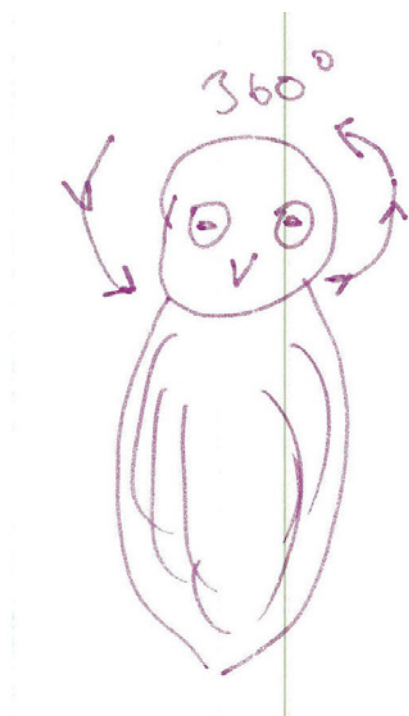
118 (Interview Plan Ghana, July 14 2015)

119 (Interview GNCRC, July 15 2015)

120 (Interview MultiTV, July 16 2015)

121 (Interview MultiTV, July 17 2015)

and the reasons why collaborations were not efficient between DCI-Ghana and MultiTV was because of distance between MultiTV in Accra and DCI-Ghana in Kumasi. This did not allow for alliance building or any relationship to be created between the two partners. The issue of physical locations of each project was overlooked, yet it had a large influence on the efficiency of collaborations.



"Like an owl, the media can turn its head 360 degrees" said by a MultiTV representative during the Validation Session with the Country Steering Committee (July 2015)

On top of this, the Alliance structure in terms of partner selection and upward accountability to Dutch partners was seen as a critical point affecting the efficiency of any partnerships to be made between MultiTV and thematic-oriented NGO partners. A recurring point was that of the process of the original media partner selection in Ghana, a network of community radios. This network was originally approached for the Girl Power Programme. However, due to the merger of Free Voice, Press Now, and the international department of RNTC, Free Press Unlimited's strategy in the Alliance was reconsidered to implement an audio-visual children's news programme. Therefore a different partner was selected as part of the Programme in Ghana, MultiTV, as they could better implement this. It seems that this selection process played a tremendous role in determining the degree of collaborations in the media partnership. The following quote by GNCRC

depicts how the definition of roles during partner selection still has an effect:

The structure of the Alliance played a role. If from the onset, the directions had been given that there were things that they [MultiTV] were supposed to do in relation to the Girl Power programme, it would have changed a lot of things. Sometimes, even when you communicate with the Netherlands... on issues like roles....there is a big gap. Initially we wanted to figure out clearly what the role the radio partner [original partner] would play. We sent a series of mails to figure out clearly but it never came back with responses. It was in the third year of the Alliance that some clarity began to come, that they are not operating in Ghana with the radio and then in the end of the third year [2013] we heard that they [Free Press Unlimited] signed a Memorandum of Understanding [MoU] with MultiTV. Even when they were signing the MoU, none of us were present. That could have been a start-up position. Sharing that 'these are the partners you are working with'....¹²²

Evidently, thoughts on this partner selection process continue to play a role. The stress lies on the start, the introduction of a partner needs more attention. This point seems relevant to any partnership but it is even more essential when you are working with different sectors, such as the media¹²³. Considering the initial phase of partnerships as a foundation needs more attention. In the Ghana Girl Power Programme it seems that the first steps were the deciding factors on how the rest of the partnership would progress.

No cooperation between the current partners is rooted in the history of the FPU partner in Ghana.¹²⁴

An assumption at the policy and strategic level is that the way NGOs operate in regards to content and finances is different from media, which slows down collaborations¹²⁵.

¹²² (Interview GNCRC, July 15)

¹²³ Woodhill & van Vught, 2011 – Facilitating Multi-Stakeholder Processes

¹²⁴ (Interview FPU - Ghana, April 15 2015)

¹²⁵ (Interview FPU - Ghana, April 15 2015)

Regardless, there is an aspect of accountability in regard to the results that were originally outlined in the Programme. Questions arose on whether or not the media component was bound to the Girl Power Programme enough. If you are accountable to a donor, the Dutch government in the case of the Alliance, having different realities makes it difficult to prove that you have “contributed to the achievements you originally wanted”.¹²⁶ This factor of upward accountability to the Netherlands was believed to have influenced the media partnership in Ghana.

There was such a disconnect between European partners and the implementing partners of other organisations. So then they [Free Press Unlimited] could of course just deal with their partner. This is how the Alliance was structured and funded that everyone could do their own thing.¹²⁷

Closely linked to the Alliance structure is the point of funding. As the Alliance structure allowed for each Dutch partner to deal with their own partners, funding schemes differed. In the case of the media partner, Free Press Unlimited had an 18-month funding contract in place, which MultiTV recognized as being different but not limiting:

NGOs and Civil Society Organisations access funding differently, so when partnering with a media house that means that the budget is different. We are a profit-making organisation so in the end we have to make revenue! However, this doesn't limit the collaboration but I think in this case it did influence our collaboration, or desire to¹²⁸

Nonetheless, this difference played a minor role in comparison to other factors that were previously mentioned. Aspects such as a focus on time and resources of collaborating and the influence of the Alliance structure made partnering inefficient.

¹²⁶ (Interview Girl Power Desk, May 12 2015).

¹²⁷ (Interview AMPCAN, July 17 2015)

¹²⁸ (Interview MultiTV, July 17).

Impact of the Media Partnership

There was no clear added value of collaborations between MultiTV and thematic-oriented NGO partners, but a tremendous amount of potential was observed.

In the Girl Power Programme in Ghana there were a few concrete examples of collaborations between MultiTV and thematic-oriented NGO partners. This included few face-to-face meetings and MultiTV covering a few Girl Power events. An example that was mentioned by all was when MultiTV produced two stories on the Girl Camps organized by the Alliance partners in Ghana.



In these episodes you see MultiTV covering the experiences of girls that participated in the Girl Camps. They interviewed some of the girls that took part of the camp and then followed up on this story at the child helpline launch, where the girls that took part in the camp

were now the emcees. This is one example of how a story can be kept alive¹²⁹, which is seen as what a partnership with MultiTV can really do.

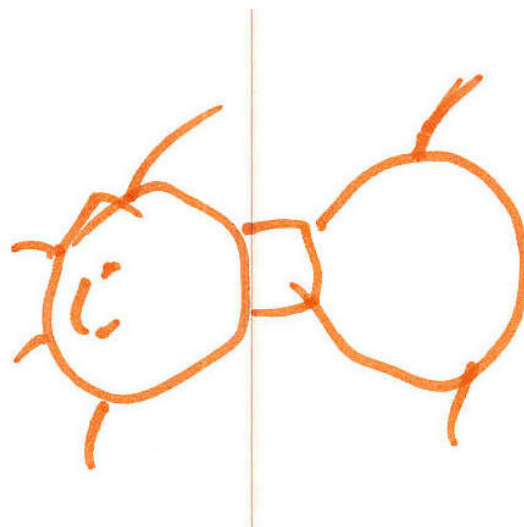
Although this was an example of collaboration, the general observation is that there was minimal or no real added value of the media partnership to the Programme partners in Ghana. This was because of a lack of concrete collaborative opportunities. An important point to make here though is that there were no negative changes from collaborations with the media “but in fact no change, because we did not work closely together. If we had worked closely together it would have led to something different”.¹³⁰ What is interesting to observe though, as was just mentioned, are the remarks made regarding what could have been. This relates to changing mind-sets, disseminating and showing impact, and institutional learning - understanding what makes a story.

The media partnership was seen as being able to document changes in mind-sets of beneficiaries. This example was highlighted through the Girl Power Girl Camp episode example:

*I have seen the mind-sets of those that have benefited [from the GPP] changed. The girls are feeling more equal to the boys. They have challenges but they are working on beating those challenges and rising. The people that have benefited from the Alliance have changed mind -sets.*¹³¹

By documenting these changes in mind-sets, the Programme partners mentioned that there is a wider outreach to break down and give weight to girls’ issues. If the media component is not integrated then this will not happen.¹³² The perception was that collaborating with the media could document impact. However, this level of documentation was not seen as something that should stay at just the beneficiary level, but also an institutional one. Institutional learning should arise from a media partnership. Learning based on what makes the media relevant, what makes a story, and how to work with the media. What makes a story is essential for the media partnership, especially for NGOs, so they can get exposure for their projects. There is a need to understand what makes something newsworthy, as MultiTV states.

*Civil Society Organisations need to understand the role of what we, the media, and specifically a children’s news programme, can bring. We are not competitors but facilitators to educate, inform, and advocate.*¹³³



A GNCRC representative drew the media as an ant because they are everywhere and are stronger when they work together with everyone (Validation Session, July 2015)

This aspect of institutional learning leads to the point of what was considered the most significant change within the Ghana Girl Power Programme from the media partnership. Most Significant Change (MSC) stories were collected from each Country Steering Committee organisation and the media partner. Furthermore, a selection was made of which story represents the most significant change. This method was used to collect positive or negative changes in respect to the media partnership. The selected story is attached ([see Section 4.2.4 Appendix E](#)) alongside with the reasons for selection. The rest of the stories can be found in the *Girl Power Alliance Media Partnership Stories of Significant Change* booklet.

In general, most of the stories highlighted how there was no significant change from collaborations between MultiTV and thematic-oriented NGO partners. From all 9 stories, a pre-selection was made within Free Press Unlimited to select 4. This pre-selection was based on how the 4 pre-

129 (Validation Focus group - AMPCAN, July 21 2015)

130 (Interview Plan Ghana, July 14 2015)

131 (Interview MultiTV, July 13 2015)

132 (Interview DCI-Ghana, July 16 2015)

133 (Interview MultiTV, July 17 2015)

selected stories mentioned that there was no significant change yet suggested solutions on how it could have been done. The other stories were either too negative, lacked self-reflection from the storyteller, or were too far out of the scope of the Alliance. From the pre-selection alone, it became clear that Free Press Unlimited had not sufficiently informed Alliance partners in Ghana about its change of partner, which caused a lot of distrust towards Free Press Unlimited (and thus MultiTV) that was beyond repair.¹³⁴

The next round of selection was done with the Ghana Country Team in the Netherlands where one story of significant change was selected. A general consensus was that the stories were too negative, yet are based on the perceptions of individuals that are experiencing this change. Another point was that the stories indicated the necessary factors for success, rather than just stating there was no change.¹³⁵ However, this could have been more explicitly distinguished. Through a process of voting, the story *Room for Improvement* was selected as the most significant (see [Section 4.2.4 Appendix E](#))¹³⁶. For this method, it is not the actual selection that is most important but the discussion and process around why choices were made that is.

The use of the most significant change method depicts through one story what factors for collaborating need to be further considered: partner selection, how to manage expectations, and that one cannot assume that a particular collaboration will have an impact. The other collected stories (in the *Girl Power Alliance Media Partnership Stories of Significant Change* booklet) depict similar changes, highlighting the perceived impact of the media partnership.



A watchdog is what a MultiTV representative views the media as being, 'a watchman for society'. (Validation Session, July 2015)

Sustainability of the Media Partnership

Desires to continue collaborations between MultiTV and thematic-oriented NGO partners are there if the nature of the partnership is restructured, ties are renewed, and synergy is created. Relationships, not partnerships, need to be formed.

Girl Power Programme partners in Ghana, including MultiTV, all expressed how there are opportunities to explore for a follow-up media partnership. The desire to continue and develop partnerships is there, however the type of partnership needs much more consideration. An important aspect that was mentioned by MultiTV was the need for new and creative means of partnering, "not necessarily through formal contracts".¹³⁷ This is especially relevant due to the fact that MultiTV is a commercial multimedia organisation. The type of partnership needs restructuring if it wants to be relevant, effective, efficient, impactful or sustainable. As a respondent from AMPCAN mentioned:

*We need a renewal of ties and a (re-) creation of synergy. We need to build relationships, not partnerships.*¹³⁸

134 (FPU Pre-Selection MSC Form – Ghana, October 7 2015).

135 (FPU Selection MSC Form – Ghana, October 8 & 12 2015)

136 It must be noted that only representatives from FPU and DCI-ECPAT participated in the selection round, selecting two stories (*Room for Improvement* and *Know Your Helpline*). The reasons for and against the stories were similar so the choice is not the most important, but the process is. As this is a media partnership, the selection made by FPU is included in this report. The other stories (with selection) can be found in the *Media Partnership Significant Change Stories* booklet.

137 (Validation Focus Group - MultiTV, July 21 2015).

138 (Validation Focus group - AMPCAN, July 21 2015)

This quote summarizes how sustainable the media partnership has been, because clearly the desire for a follow-up is there, if more attention is paid to the actual partnership as well as the relationship between partners.

8.2.3 Conclusion

Overall, the role of the collaboration between MultiTV and thematic-oriented NGO partners was seen as non-existent yet there was a potential to have a very prominent one. The added value remained minimal as there was too strong a link to the past partner selection. The media landscape in Ghana is, as perceived by Girl Power Programme partners, including MultiTV, as mainly focusing on urban realities when audio-visual mediums are used. Nonetheless, media can break down and advocate for children's issues whilst enhancing participation and the right to information. In the Programme, there was a discrepancy between using MultiTV as a means to reach a specific goal of gender equality or MultiTV as a tool for the Alliance. Due to organisational differences (commercial or NGO) and lack of clear programmatic roles, the partnership was not effectively developed. When and if there were collaborations, they were not efficient due to too much focus on the time and resources involved in collaborating as well as the Alliance structure. Although the example of the episode on the girls at the Girl Power Programme Girl Vacation Camp was strong, there was minimal added value of collaborations between MultiTV and thematic-oriented NGO partners. Nevertheless, there was a large amount of potential to collaborate observed. There is a desire to continue collaborations between MultiTV and thematic-oriented NGO partners if the nature of the partnership is restructured, ties are renewed, and synergy is created. Relationships, not partnerships, need to be formed.

8.3 Lessons learned

Based on these observations, four central lessons learned arose from partners' perceptions on the role and added value of the media partnership between MultiTV and thematic-oriented NGO partners. These are as follows:

Defining roles

Lessons learned regarding roles deemed to be of most importance from a policy level in The Netherlands to a programmatic one in Ghana.

We [Free Press Unlimited] underestimated the expectations of our partner to participate fully within the Girl Power Alliance framework. You need to be clear about media as a goal versus obtaining the best quality media. There have been lots of frictions to learn from. We need to be direct: the media is not meant for promotion.¹³⁹

This defining of roles needs to be done just as explicitly in The Netherlands before you can expect partners to assume roles. If a strategic choice is made to not define roles, this must be made clear. In Ghana, MultiTV had shared the same viewpoint on the importance of defining roles because of their experience of working with NGOs in general, not just from the Girl Power Programme.

What I think it comes down to is defining the roles. Everybody has to have an understanding of what everyone's role is, what the media is supposed to do. This is based on my experience with NGOs. They don't always have an understanding of what the roles should be so they try to define you or try to put you in a certain mould and they want you to fit, even though you may not want that.¹⁴⁰

This does not only mention roles, but also expectations of how to incorporate a media component within a partnership. If there is a desire to work with the media as a partner, such as MultiTV in the Girl Power Programme, then it must be made clear what the purpose of such a partnership is: what is the role to be played within a larger framework? A lesson that Plan Ghana learned was this is something that needs to be made explicit formally.

...need to make that [role] clear in the contract or the ToR [Terms of Reference]. You need to define the role you want them to play because I guess that MultiTV played the role that Free Press Unlimited assigned to them in the 2-year contract. Each organisation needs to make this explicit.¹⁴¹

¹³⁹ (Interview FPU - Ghana, April 15 2015)

¹⁴⁰ (Interview MultiTV, July 17 2015).

¹⁴¹ (Interview Plan Ghana, July 14 2015)

The lesson learned is that the role of a media component does not just need to be defined explicitly, it needs to be structured. Thinking of the media as a project partner rather than media as only a communication medium is a lesson that was learned. This may not have been strong in the beginning of the Girl Power Programme in Ghana because the MultiTV component began later, which leads to the next category of lessons learned: timing.

Timing needs consideration

A lesson learned by members of the Girl Power Programme in Ghana was that timing of a partnership is crucial, especially when you are working with a partner in a different sector such as the media. This does not mean that partnerships between the media and NGOs can only be made during the design of a programme. In fact, the period when a media partnership is being established just creates an impression of how much familiarization needs to take place as was stated by Plan Ghana.

My main learning point is that when you include new partners like the media halfway into a programme, you really have to familiarize them with the programme, what has been done, what are the objectives, what is the approach, and most importantly, what terminology is used. You have to speak the same language. That is very important. A good introduction is essential.¹⁴²

More emphasis must be placed on the language used, because, as previously mentioned, the realities of a commercial multimedia organisation and NGO are very different. Although this lesson is relevant regardless of when the partnership is established, the general lesson was that being involved from the beginning leads to better collaborations as MultiTV stated:

I think being more involved in an Alliance from the beginning would have helped very much in order to understand the purpose and the roles. They all already knew each other and we were new so had to 'fit in'¹⁴³

142 (Interview Plan Ghana, July 14 2015)
143 (Interview MultiTV, July 13 2015)

Diversity needs to be acknowledged

It is evident that 'fitting in' is one of the hardest aspects of partnering with different sectors, such as the media. This cannot be ignored. All Girl Power Programme partners in Ghana agreed that diversity and differences existed between MultiTV and more thematically oriented NGO partners. More attention could have been paid here as a representative from GNCRC states: "everyone has their own interests, their own constituents they want to serve, and their own budgets they are working with; so we need to take this more into consideration".¹⁴⁴ In Ghana, all the partners were busy with fulfilling their outputs that they did not take the time to acknowledge the differences that existed amongst themselves. With a media partner, a partner that differs the most, very careful attention needs to be paid here. "A guideline for how to collaborate with a media partner was...needed".¹⁴⁵

A need for follow-up

The last grouping is based on how all Alliance partners learned that there is a need to follow-up on the media partnership because of its potential strength.

We need a different approach towards the media partner. For instance, regardless of this distance [Kumasi], I would still make a strong connection. I need to do more personally in order to make an approach, regardless of distance or resources. I need to proactively approach the media.¹⁴⁶

Though the experience of this media partnership was minimal in regards to degree of collaboration, it became evident for partners that practicalities should not be the limiting factor. Timing should not be a factor. Roles should not play a part. It comes down to people working with other people towards a specific cause.

144 (Interview GNCRC, July 15 2015)
145 (Interview FPU, April 15 2015)
146 (Interview DCI-Ghana, July 16 2015)

It is great that you reminded me of MultiTV so I want to reconnect with them...Next step for me is to re-establish contacts with MultiTV because we are both here to stay. All the data from the child helpline and AMPCAN is recorded so we could use MultiTV to bring a face to this data. We need to formalize our relations with MultiTV with or without the Girl Power Alliance because we need the media and the media needs us.¹⁴⁷

Especially this last point, that media and thematic-oriented NGOs need each other, highlights a very positive lesson learned from this partnership. Although the added value of the partnership may have been minimal, the lesson learned is that the role of such a partnership has a tremendous potential if the right follow-up is taken to support one another.¹⁴⁸

8.4 Recommendations

In the following section, recommendations will be provided based on the conclusions and lessons learned for use in further media partnerships. The recommendations focus on the relationship between a media partner and more thematically oriented NGO, and are therefore applicable in different contexts.

- **Define Roles** - A recurring point throughout this review is the need to define roles. What is the role of each organisation? What is the role of a partnership between MultiTV and thematic-oriented NGO partners? Prior to any partnership, this needs to be formally and explicitly noted. One way of doing this is through a Memorandum of Understanding (MoU) between partners in each country. By doing so, and including other partners in this process, roles can be clearly defined. Does this mean that a role cannot change? No, not at all. There can (and will) be flexibility in regards to a role. It is simply a matter of being transparent and discussing this.
- **Reconsider language use** - An assumption observed is that every partner 'speaks the same language'. This links closely to the lesson learned of acknowledging diversity. Due to all of the organisational differences,

more emphasis should be placed on this particular point because through doing so the relevance of the partnership will become clearer. This is necessary at a policy, strategic, and programmatic level. When partnering, the level of a programme (national, regional, local) and the language (terminology, English, dialects, etc.) needs to have a lot more consideration.

- **Make the partnership relevant for you** - This recommendation reflects specifically the use of the media component because there is a desire from thematic-oriented NGO partners to know how to make programmes more relevant to the media.¹⁴⁹ Free Press Unlimited and media partners could provide training and the professional guidance needed on how to use and address the media in regards to children's issues. This is what partnering should bring about. At the same time, the platform of the partnership should be used to "define what constitutes a real quality story"¹⁵⁰ as MultiTV stated. Make this explicit as the relevance of journalistic qualities and creative partnering is needed. MultiTV should continue to explore options of creating a radio version of the children's news programme. This can be shared with the rest of the Alliance and will link the media component closer to programmes, such as the Girl Power Programme, that have more of a rural focus.
- **Manage expectations** - Just like there is a need to define roles, there is also a need to manage expectations. There is a need for clarity, at all levels. There is recognition that NGOs have their own expectations and commitments but at the same time the media also has this. Therefore, collaboratively, partners need to help shape one another whilst staying professional to their work. This is especially the case in terms of expectations about the media. This was apparent during the selection rounds of the Most Significant Change story as well. The perception of media only being used for public relations or communication needs to be discussed formally. Media needs to be considered more as a tool for sharing or a tool for change. By facilitating expectations to be shared, further steps can be made.
- **Showcase** - "We must be brought together, sharing information continuously, enabling us. We need to do that all the time. Once we have that platform

¹⁴⁷ (Interview AMPCAN, July 17 2015)

¹⁴⁸ (Interview MultiTV, July 17 2015).

¹⁴⁹ (Interview AMPCAN, July 17 2015)

¹⁵⁰ (Validation Focus group - MultiTV, July 21 2015)

we can bring out issues and take them to a higher scale”.¹⁵¹ As a representative from AMPCAN stated, showcasing experiences and sharing lessons learned and projects and ideas is essential to making any partnership work. However, MultiTV, working with many new technologies, can showcase (formally share) with partners much easier. This needs to be integrated into a monitoring system of the partnership. At a strategic and policy level, showcasing should be integrated into the monitoring framework on a more regular basis. Although attempts have been made, it remains emphasized at the programmatic level.

Overall, the role and added value of collaborations between MultiTV and GPA TONGOs was minimal. This does not mean that the Girl Power Programme in Ghana was not a success in any way. The media component was just never fully integrated into the Girl Power Programme. It remained a stand-alone project. This was based on defining roles and partner selection. However, a surprising outcome of having a media component in the Programme was the recognition of the potential power of media and desire to further extend a partnership with the media. If roles are defined, expectations are managed, and experiences are shared, the partnership between MultiTV and thematic-oriented NGOs can continue to flourish.

151 (Validation Focus group - AMPCAN, July 21 2015).

IX. Country Report: Nepal



9.1 Executive summary

Main Conclusions

The main conclusions of this study in Nepal are:

- The role of the partnership between NEFEJ and thematic-oriented NGO partners in Nepal was seen as an informal lobbying and advocacy role.
- Added value of the media partnership was that it facilitated institutional learning
- The Programme partners perceive the media landscape in Nepal is perceived as having power, reach, and an ability to share with and sensitize audience on issues pertaining to girls, who are often discriminated.
- The media partnership was seen to humanize the Girl Power Programme in Nepal, regardless of the fact that no formal introduction or clarity was given about the role or degree the media component would be integrated into the Programme.
- Having an informal role and choosing to not work with a private broadcaster made the media partnership more effective.
- Free Press Unlimited's partnership financing-scheme, the physical distance between partners, and terminology used was seen as factors making the media partnership less efficient.
- Regular face-to-face meetings, the collective vision, and that all organisations were non-profit made establishing a media partnership more efficient.
- The believed impact of the media partnership was that a harmonious relationship was built to facilitate institutional cross learning.
- There is a desire to continue collaborations between NEFEJ and more thematic-oriented NGOs if equal partner roles are defined.

Lessons Learned

Based on these observations there are lessons to be learned at a policy, strategic and programmatic level in the coordination of strategies between the media partner (NEFEJ) and the more thematically oriented NGO partners. These lessons can be categorized into five central lessons learned:

1. There is a need to address organisational differences and expectations. All Girl Power Programme partners, especially in regards to integrating the media component, underestimated this.
2. All partners, including NEFEJ and Free Press Unlimited, observed how crucial it is to establish partnerships between the media and more thematically oriented NGOs. There is a need to partner, not just use them. The media needs to be engaged, as they are critical stakeholders.

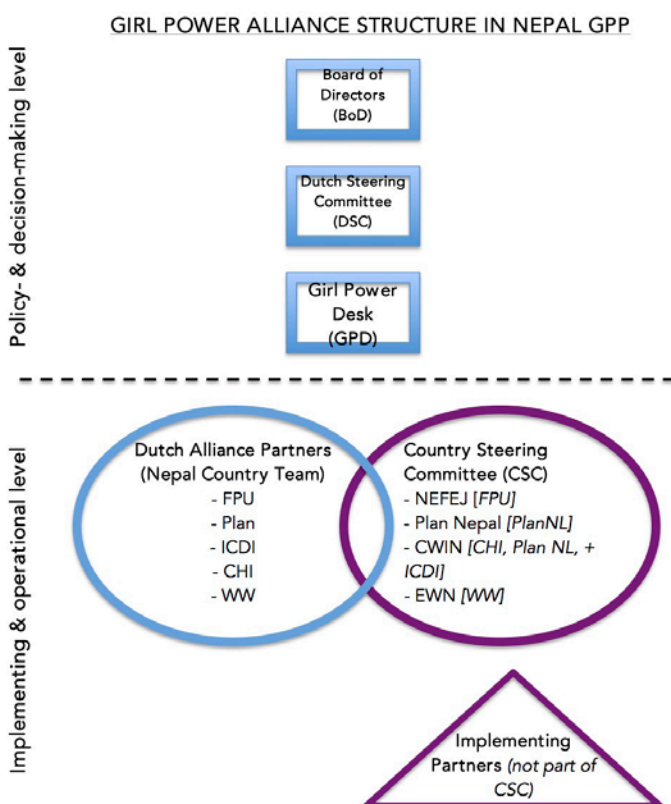
3. Design is an important phase when designing a media partnership. This is relevant for any partnership but when working with a different type of partner, such as the media, more consideration needs to be taken during this phase in the partnership process.
4. Due to the synergy created by Girl Power Programme partners over the past years, it was observed that collective action between NEFEJ and thematic-oriented NGO partners was more powerful than working alone. Collectively striving to reach a goal has more impact.
5. In order to make a partnership work, sharing is vital. Lessons learned, experiences, projects and more needs to be shared to create a common understanding within a programme.

Recommendations

From the conclusions and lessons learned, recommendations can be given for future partnerships between media partners and more thematically oriented NGOs. These are all based on creating clarity.

- **Explicitly/Formally share more** – This needs to be integrated at a policy, strategic, and programmatic level to create further institutional learning. There is a desire for cross learning, thus by integrating sharing more into the monitoring systems in place, clarity can be made.
- **Collectively create a communication strategy** – Through the creation of a collective communication strategy, including the media partner (NEFEJ), confusion can be eliminated in terms of the role of the media. Most organisations have a communication component in their programmes, which, when integrated with the media component, can create a strong communication strategy for the programme thus creating clarity.
- **Discuss language used** – As harmonization meetings were valued, space needs to be created in order to discuss the terminology of the programme. This is especially relevant when working with a media partner, a different partner. Time needs to be taken at a programmatic and strategic level to ensure there is shared understanding.
- **Document learning** – Media partners usually have the technical skills to document learning. By facilitating this process, outcomes can further be analysed and follow-up strategies can be developed.

Overall, the role and added value of collaborations between NEFEJ and thematic-oriented NGO partners was harmonious and beneficial albeit informal. This does not mean that the Girl Power Programme in Nepal was not a success in any way. The media component could have been further integrated into the Programme in Nepal in a more explicit and formal way. Currently, a basis for future partnerships has been laid based on the learning that has occurred.



Structure of the Girl Power Alliance in Nepal. Blue represents Dutch positions and purple represents local in-country partner roles (Adapted from Girl Power Operational Manual, 2009)

9.2 Findings

In the following section, the findings will be discussed. First, in order to understand where the views of the local partners are coming from, the perceptions of the Alliance partners, including NEFEJ, regarding the media landscape in Nepal will be analysed. Regarding the media partnership the following points will be discussed: relevance, effectiveness, efficiency, impact, and sustainability of the media partnership. For each section, a conclusion will be described (in a highlighted box).

It is important to note that the results of this evaluation are to be used for institutional learning, not to make stark conclusions. The information is based on desk research and perceptions of those directly involved in implementing the Girl Power Programme in Nepal. No generalizations can be made as this is not evidence-based, but perceptions cannot be ignored.

9.2.1 Perceptions on Media Landscape in Nepal

Media has the power to be unlimited, reaching, sharing perspectives, and sensitizing girls, parents, teachers, etc. on issues affecting girls - a gap in the media.

There are so many issues that need to be covered. In Nepal there are so many topics that need public interest such as early marriage, menstruation, child protection, the child helpline, etc. Media are the ones that can reach girls, parents, and teachers. It is important to realize that media within the GPP should not just be for girls but everyone...Media is unlimited.¹⁵²

Girl Power Programme partners in Nepal perceive the media has having great potential and power. As previously described (see [Section 2.4.2](#)), the media landscape in Nepal is quite complex and political. Nonetheless, media has a crucial role on spreading messages from both girls and NGOs or advocates¹⁵³. Such a role of the media is considered essential in order to sensitize communities. An understanding by Programme partners is that girls are vulnerable and risk being left behind. In the Nepal Girl Power Programme, this is considered exactly the same for girls and young women in the media as is stated by a representative of NEFEJ:

Children are the forgotten citizens of the media... we wanted to address and fulfil this gap.¹⁵⁴

Therefore, sensitization, or behaviour changes¹⁵⁵, is what all partners believed the media could achieve in Nepal. This was noticed due to the potential reach that the media has. However, an important point was that the influence of the media landscape is not only about reach but also about how the media "can gather perspectives"¹⁵⁶. The media for girls and young women has a spill over effect to secondary audiences such as parents, teachers, community

¹⁵² (Interview EWN, September 16 2015)

¹⁵³ (Interview CWIN, September 15 2015)

¹⁵⁴ (Focus Group – NEFEJ, September 14 2015)

¹⁵⁵ (Interview Plan Nepal, September 15 2015)

¹⁵⁶ (Focus Group Skype – NEFEJ, September 24 2015)

leaders, etc. The media landscape in Nepal is powerful by reaching, sensitizing, and sharing perspectives of various groups on issues pertaining to girls and young women. This comes down to how media is being used as an advocacy tool in Nepal:

When you have media access, you have a bespoke tool...an advocacy tool...the interest through the media becomes target group awareness. The media partner makes all that our partners do newsworthy; it brings the much-needed attention.¹⁵⁷

9.2.2 Partners' Perceptions on Partnership Between NEFEJ & Girl Power Alliance Thematic-Oriented NGOs

Relevance of the Media Partnership

The media partnership was regarded as relevant as it humanizes the Girl Power Programme, although no formal introduction or clarification was given about how (roles) or to what extent the partnership would be integrated.

Similar to the perception of the media landscape, the relevance of the media partnership between was evident. This is closely based to the fact that in Nepal, NEFEJ filled the role that was expected of them.

In Nepal, they [the CSC] really value the media partner because they generate real stories that people can identify with. They make the work more 'human'. The [CWIN] helpline is no longer 'just a number'. We, at CHI, know the value of the media in helpline work. They know this in Nepal too.¹⁵⁸

At a policy and strategic level, the perception is that the media component in Nepal looks further than just the children's news programme. There is a realization that the partnership can be used for sharing, training, lobbying, advocating, and pure support.¹⁵⁹ At Free Press Unlimited, the Girl Power Programme in Nepal was considered to be one of the stronger examples of collaboration between a media partner and more thematic-oriented NGOs. The media partnership provided the information and research needed in order to make stories; stories that were relevant to the Programme¹⁶⁰. However, at the programmatic level in country, there were more aspects that needed consideration into how relevant the partnership was. For example, for EWN, the partnership was seen as relevant, however, there were no concrete collaborations formed.



A community radio station that is part of NEFEJ's radio network. (Photo by author, September 2015).

157 (Interview CHI - Nepal, May 18 2015)

158 (Interview CHI - Nepal, May 26 2015)

159 (Interview Girl Power Desk, May 12 2015)

160 (Focus Group - NEFEJ, September 14 2015)

I was expecting that since they are a media organisation, they would be highlighting children's stories from the [Nepal] GPP. It [the partnership] was very relevant because of how many issues with girls there are. If such programmes cover them then it would be wonderful.¹⁶¹

The relevance of the partnership was highly dependent on the fact that there was no formal introduction of the media component within the Programme. In 2012, NEFEJ officially joined the Nepal Girl Power Programme, which was later than the other partners¹⁶². There was an understanding that Free Press Unlimited was in the Alliance, but with what partner and to what extent was only made clear 2 years into the Girl Power Programme. The extent that this would be integrated within the Programme was not clarified. There was a lack of communication on the role of the Free Press Unlimited partner in the Girl Power Programme.

There was no clarity of roles in regards to NEFEJ from the start. We could have learned from one another and used this [media partnership] opportunity to integrate our programmes.¹⁶³

This potential to make the media partnership more relevant remained a critical point amongst all partners. This was based on the fact that roles, expectations, and introductions were never made explicit. Nonetheless, a unanimous conclusion is that "we [CSC] did know each other all very well, but we didn't know in what ways we [NEFEJ] were stakeholders of the Girl Power Programme"¹⁶⁴. This defines the relevance of the media partnership in Nepal.

Effectiveness of the Media Partnership

Although no concrete role of the media partnership had been defined, an informal role of lobbying and advocacy and a choice to not work with a private broadcaster made the partnership more effective.

At all levels of the Alliance, partners considered the partnership between NEFEJ and thematic-oriented NGO partners to be primarily on a lobbying and advocacy level¹⁶⁵ however this was never explicitly defined. The lack of such a definition was seen as hampering the effectiveness of the partnership.

In relation to the [GPP] result areas, we [NEFEJ] look for issues and the partner organisations [GPA TONGOs] look at people, neglected girls. We take the issues they highlight so the organisations can use the media to raise [awareness on] issues even further. We don't necessarily work in their [GPP] project areas...we do not do advertising but are willing to do communication.¹⁶⁶

Perceptions on the role of NEFEJ, as stated above, being either for lobby and advocacy or communication purposes for the partnership had not been fully integrated or explored. Confusion also arose, as Programme partners did not know how and in which result area NEFEJ was contributing too. There was a misunderstanding in terms of "how they measure what results they get in a specific result area"¹⁶⁷. A joint design of the media component on a programmatic level could have made the partnership more effective in achieving Girl Power Programme result areas. Nonetheless, informal roles were established. Messages were being shared between Country Steering Committee partners and concerns were made public as an Alliance; as was stated by a representative of CWIN: "NEFEJ continues to work with us even without a specific role"¹⁶⁸. It is interesting to see how an informal role had been created merely based on working on each other's strengths.

161 (Interview EWN, September 16 2015)

162 (Interview CWIN, September 15 2015)

163 (Interview Plan Nepal, September 15 2015)

164 (Focus Group Skype – NEFEJ, September 24 2015)

165 (Interview CHI - Nepal, May 18 2015)

166 (Interview CHI - Nepal, May 18 2015)

167 (Focus Group Skype – CWIN, September 24)

168 (Interview CWIN, September 15 2015)

This can be associated with the partner selection that had been made at the policy and strategic level at Free Press Unlimited. Unlike some other WADADA News for Kids partners of Free Press Unlimited around the world, NEFEJ and the Audio-Visual Department are not a commercial broadcaster, but an NGO with extensive experience in producing (and broadcasting via partner TV and radio stations) TV programmes¹⁶⁹. Free Press Unlimited had taken this into account:

We chose a NGO over a commercial media platform because the contract we would sign with a commercial platform is a commitment whereas an NGO isn't like that; they don't solely rely on this. The NGO can find funds differently. For an NGO, the commitment to air is more important than how it is broadcast or what profit they get. TV stations are less inclined to continue. NGOs can innovate ways to raise funds such as donations, advertising, barter, etc. because the importance lies on the esteem to produce such a programme.¹⁷⁰

This had been taken into consideration from the start of the programme in Nepal, which reflected back on NEFEJ's commitment to participate in the Programme. This influenced how effective the partnership was for all partners because NEFEJ was working at the same level as the thematic-oriented NGO partners.

Efficiency of the Media Partnership

Free Press Unlimited's financing-scheme, physical distances, and the terminology used were seen as factors influencing the efficiency of the partnership whilst the subject matter, types of partner organisations and regular meetings helped mitigate these factors.

There were no significant costs of working with NEFEJ. It just would have been more efficient if we worked together. Cost was never a big factor affecting this though.¹⁷¹

¹⁶⁹ (KNN Nepal Fact-Finding Mission – FPU, 2011)

¹⁷⁰ (Interview FPU - Nepal, April 20 2015)

¹⁷¹ (Interview Plan Nepal, September 15 2015)

As quoted above by Plan Nepal, the general perception of the efficiency of the media partnership was that it was not costly. Costs were not seen as an aspect. However, some factors such as Free Press Unlimited's 18-month financing scheme, physical distances of partners, and terminology used did have a toll on the partnership, which will be outlined below.

The Free Press Unlimited programme was in isolation here in Nepal. The duration was so very short. I don't even know what the terms are that Free Press Unlimited had with NEFEJ. We don't know enough about Free Press Unlimited... The influence of the 18-month contract Free Press Unlimited and NEFEJ had was that if it was a 5-year contract, then we could have made more changes. We started collaborating on some issues and the media began to cover field programmes. We discussed how to cover stories [logistics/costs] but then there was no follow-up because they [NEFEJ] didn't have an extension. I only heard at the end of the 18 months that their contract was so short.¹⁷²

As the quote by a Plan Nepal representative mentions, the WADADA News for Kids programme consists of an 18-month contract between Free Press Unlimited and a local media partner. Girl Power Programme partners in Nepal (including NEFEJ) saw this as an obstacle that led to confusion on whether or not NEFEJ was still part of the Programme or in the Country Steering Committee as there was no funding for it. The incorporation of the media component in the Programme was on and off, leading to confusion¹⁷³. Regardless, due to the commitment of NEFEJ and thematic-oriented NGOs, the partnership continued. This is evidence of the influence of the media partnership; a sense of belonging in one Alliance was created.

In that period [18 months] we convinced the GPA partners of our value.¹⁷⁴

Another factor considered to lessen the efficiency of the partnership between NEFEJ and thematic-oriented NGOs was the physical location of partners. CWIN and Plan Nepal offices are both located in Kathmandu, closer

¹⁷² (Interview Plan Nepal, September 15 2015)

¹⁷³ (Interview EWN, September 16 2015)

¹⁷⁴ (Focus Group - NEFEJ, September 14 2015)



Nepal Country Steering Committee members and partners meeting for a Final Term Evaluation Summit (Photo by author, September 2015)

to NEFEJ. This was seen as making cooperating easier. However, EWN is based in Pokhara and all perceptions, at a policy, strategic, and programmatic level, agreed that this physical distance made collaborations less efficient¹⁷⁵. Thus the efficiency of the media partnership differed per partner in Nepal.

The last factor that was considered to negatively influence the efficiency of a partnership was the terminology that was used. However, this was a perception that was considered more at a policy and strategic level.

*An aversion has been created in regards to reporting by partners. Our partners were totally lost. The reporting was not understandable...A certain development language was used that had little resonance to their realities as a media partner. We 'translate' this for them...*¹⁷⁶

On the other hand, as NEFEJ is an NGO that has extensive experience in development work, an assumption was made that they are aware of the language and type of work being done.¹⁷⁷ This, however, remains an assumption.

Whilst these factors were considered to make the partnership between NEFEJ and thematic-oriented NGO partners less efficient, the regular face-to-face meetings, subject matter of the Programme, and similar organisational types moderated this. In regards to the regular meetings, NEFEJ was continuously invited to Country Steering Committee meetings – even at the start when it was unsure if NEFEJ was part of the Programme or not. This also continued after the Free Press Unlimited funding had ended. There were good dynamics between partners as they had a reason to collaborate. “It used to be that meeting was an obligation, now there is a genuine desire to collaborate; there is ownership”¹⁷⁸.

175 (Interview FPU - Nepal, April 20) (Interview EWN, September 16) (Focus Group Skype – NEFEJ, September 24 2015)

176 (Interview FPU - Nepal, April 20 2015)

177 (Interview CHI, May 18 2015)

178 (Interview Plan Nederland, May 18 2015)

The Dutch Alliance organized a meeting for us to set ordinance. This was where we had learning meetings and familiarization meetings and went through all of the log frames and forms, internalizing the Girl Power Programme and developing our own strategy...¹⁷⁹

Such harmonization meetings mentioned by NEFEJ, and regular Country Steering Committee meetings with all partners, allowed for efficient partnership development. Secondly, the subject matter of girl and young women's issues is a common one amongst all partners. This helped make partnerships more efficient, especially since the media partner, being the different organisation, clearly saw the "aspect of lobbying in the Girl Power Programme...so we don't see it as time-consuming"¹⁸⁰. This has a close link to the type of organisation NEFEJ was, being non-profit, therefore not having a private interest but a commitment related to a cause.

We are working for a cause; we [Girl Power Programme partners] are.¹⁸¹

Regular meetings, being non-profit and working towards a cause were seen as making the partnership between NEFEJ and more thematic-oriented NGOs more efficient. An important point to mention is the difference in perceptions from a policy or strategic level to a programmatic one.

The Dutch Alliance is very strategic and doesn't focus on concrete implementation, so we don't have a feeling that we are collaborating as much in the Netherlands.¹⁸²

This was also evident in the Girl Power Alliance Final Partnership Review at the Dutch level; that at the policy and strategic level, partners are more critical than at a programmatic level¹⁸³. This influences the efficiency of the partnership.

179 (Focus Group - NEFEJ, September 14 2015)

180 (Focus Group - NEFEJ, September 14 2015)

181 (Focus Group - NEFEJ, September 14 2015)

182 (Interview CHI, May 18 2015)

183 (Follow-Up GPA Partnership Review, 2015)

Impact of the Media Partnership

The added value of the media partnership was that a harmonious relationship had been created to lobby and advocate together, which created institutional cross learning.

The partnership between NEFEJ and thematic-oriented NGO partners in Nepal was seen as having an added value because all partners are on board with the Programme; NEFEJ participates in close to all Country Steering Committee meetings. Additionally, NEFEJ documented events and stories from partners, except from EWN, which were broadcast on Naya Pusta. Other concrete examples of the partnership have been a traveling film festival initiated by the Nepal Girl Power Programme that combines the Programme's network with the platform NEFEJ creates, a video documentary for Plan Nepal on Girl Power activities, story-writing trainings, and sharing the child helpline number (1098).

The overall perception is that through this media partnership, lobbying and advocacy could be done as an Alliance - all because of the harmonious, yet informal, relationship that had been established. An environment was perceived to have been created to influence government and authorities, such as during the 2014 International Day on the Girl Child, and creating cross learning in the civil society network of Nepal.

This aspect of cross learning leads to the point of what was considered the most significant change within the Nepal Girl Power Programme due to the media partnership. Most Significant Change (MSC) stories were collected from each Country Steering Committee organisation. Furthermore, a selection was made of which story represents the most significant change. This method was used to collect positive or negative changes in respect to the media partnership. The selected story is attached below ([see Section 4.2.4 Appendix F](#)) alongside with the reasons for selection. The rest of the stories can be found in the Girl Power Alliance Media Partnership Stories of Significant Change booklet.

In general, most of the stories highlighted how the significant change from such a partnership was institutional. In each partner organisation, there was a change in mind-set on what partnering between media and thematic-oriented NGOs means as well as how important a harmonious relationship is. From all 4 stories

collected, a selection was done with the Nepal Country Team in the Netherlands (through Skype and written) where one story of significant change was selected.

The story that was selected, *Legitimacy* by NEFEJ, was chosen because it highlights the thematic shift within NEFEJ from having been a partner in the Girl Power Programme and the effects thereof. This element of self-reflection in terms of change and contribution to the Programme became apparent.¹⁸⁴ However, an important point to mention was that this was believed to be basic and only one side of the partnership, the media component. Therefore, the story *Harmonious Relationship* by CWIN needs particular attention as it highlights the informal changes of the media partnership in Nepal and raises the question – has this partnership only existed between CWIN and NEFEJ or all the Country Steering Committee partners?¹⁸⁵ This is a valid question.

The use of the most significant change method through systematic selection established learning on what factors for collaborating need to be further considered at all levels: integration of a media component, how to improve capacity of all partners on working with children, and lastly, the importance of knowing when and how to partner. Overall, the impact of a partnership between NEFEJ and thematic-oriented NGO partners was perceived as creating institutional learning by lobbying and advocating on girls issues.

Sustainability of the Media Partnership

There is a definite desire to continue collaborations between NEFEJ and GPA TONGOs if roles are defined as equal partners.

*The partners will continue to cooperate with one another because they knew each other before the Alliance. The Alliance strengthened and formalized their relations but they are collaborating regardless. The Alliance just put a focus on this relationship – girls.*¹⁸⁶

184 (FPU GPA MSC Nepal Story Selection Form, October 14 – 2015)

185 (FPU GPA MSC Nepal Story Form – October 14, 2015)

186 (Interview FPU - Nepal, April 20 2015)

This quote by Free Press Unlimited encapsulates the sustainability of the partnership between NEFEJ and thematic-oriented NGO partners in Nepal. As previously mentioned, the partnership was based on informal roles of lobbying and advocating for girls issues in Nepal. This created a foundation for working together because all partners were working towards the same cause.¹⁸⁷ The partnership can be used to show other ways or means of working with media to strengthen communication within programmes. Although this desire to continue partnering is present, there are a few aspects that need refining. First of all, there needs to be more equity in terms of how to partner.

*...we [CWIN] do want to be equal partners who value partnership; the same footing, understanding, and ownership of working together.*¹⁸⁸

Additionally, the media partnership can be even more sustainable if there is further clarity. This is clarity in terms of the purpose of the partnership; there needs to be a “clear-cut mandate with roles and responsibilities... we need a programme that integrates and builds media into the work so that it isn’t in isolation”¹⁸⁹. This would create an even more sustainable, long-lasting partnership between NEFEJ and thematic-oriented NGO partners.

9.2.3 Conclusion

The conclusion is that the role of the media partnership in Nepal was seen as an informal lobbying and advocacy role whilst the added value was that it created institutional learning. The media landscape in Nepal is perceived by partners as having a gap in regards to children’s (specifically girl’s) rights. The media in Nepal is perceived as having power, reach, and ability to share with and sensitize audiences on issues pertaining to girls. The partnership between NEFEJ and thematic-oriented NGO partners was relevant as it was seen as humanizing the Girl Power Programme, regardless of the fact that no formal introduction or clarity was given about roles or the degree the partnership would be integrate. An informal role of lobbying and advocacy was formed and the choice to not work with a private broadcaster made the partnership more effective. Free Press Unlimited’s financing-scheme, the physical distance of partners, and terminology used was seen as factors influencing the

187 (Focus Group - NEFEJ, September 14 2015)

188 (Interview CWIN, September 15 2015)

189 (Interview Plan Nepal, September 15 2015)

efficiency of the partnership. However, regular face-to-face meetings, the subject matter of the Programme, and the similar organisational types of partners mitigated this. The believed impact of the media partnership was that a harmonious relationship had been established to facilitate cross learning through lobbying and advocacy. There is a definite desire to continue collaborations if equal partner roles are defined.

9.3 Lessons Learned

Based on these observations, five central lessons learned arose from partners' perceptions on the role and added value of the media partnership between NEFEJ and thematic-oriented NGO partners. These are as follows:

Need to address differences and expectations
On the basis of the experiences of the Country Steering Committee in Nepal, a key lesson learned is about the need to address differences and expectations between organisations. It is evident that organisations differ on so many respects, and addressing this is one of the hardest aspects of partnering, especially with different sectors such as the media.

The [Nepal] Girl Power Programme had different organisations, with different visions, different projects, etc. and if we want to work together then we need to meet frequently and have harmonization meetings. If we did this from the start there would have been less confusion on our role [in the Girl Power Programme].¹⁹⁰

Having such differences is inherent to a partnership, but as the above quote by NEFEJ suggests, these confusions can be dealt with. There needs to be recognition of these differences because then expectations can also be managed. For example:

...we [EWN] weren't aware of the agreement that was made between NEFEJ and Free Press Unlimited. Maybe we [EWN] don't need to know but now our expectations were different as we thought they were only going to cover Girl Power Programme activities.¹⁹¹

This highlights how there were expectations created and this needed to be managed. This lesson will help make partnerships between media partners and thematic-oriented NGOs more relevant and effective. Addressing and communicating the differences and expectations between partners in regards to role and responsibilities can further develop partnerships.

Importance of partnering with the media

Media has a strong role. Don't use media, engage them.¹⁹²

It is very important to have a media partner that understands you and you understand them. You need to be on the same paths...moving at the same pace, at our speed.¹⁹³

These two points highlighted by Plan Nepal and CWIN recognize the importance of partnering with the media. As previously described, the partnership between NEFEJ and thematic-oriented NGO partners was perceived as relevant, especially in the Nepali media landscape. This became a key learning point for all partners; that there needs to be a particular degree of engagement to partner with the media. Once interest is created and an added value is recognized, a partnership can truly be beneficial for all partners. Nonetheless, this cannot only be regarded as a lesson learned relevant to the thematic-oriented NGOs. This is applicable to media partners, as well as the policy and strategic levels in the Netherlands, because media partners play a role in highlighting this importance as the Free Press Unlimited Nepal Country team representative stated:

You can work for change but you need to visualize this change by creating precedence for partners to become media-savvy; to learn how to promote target groups. We [Free Press Unlimited] could have done much more. We could have been more proactive in that regard.¹⁹⁴

¹⁹⁰ (Focus Group - NEFEJ, September 14 2015)

¹⁹¹ (Interview EWN, September 16 2015)

¹⁹² (Interview Plan Nepal, September 15 2015)

¹⁹³ (Interview CWIN, September 15 2015)

¹⁹⁴ (Interview FPU - Nepal, April 20 2015)

Media has been perceived as a component that is relevant for all partners, but it is at the Dutch-level where promoting capacity building or training needs to be stressed.

Design is the most important phase of a partnership. A partnership consists of four phases: the initiating, adaptive planning, collaborative action and reflexive monitoring phases¹⁹⁵. In Nepal, a lesson was learned that the design of a partnership is the most important phase, especially when you are working with another sector like the media. The general belief was that the media component should have been designed jointly with the rest of the Girl Power Programme partners from the start.

If we had worked together in the planning stage, we could have incorporated the media into our programme. Then we could have included them more. We knew that NEFEJ had kids news, Naya Pusta, but it was already late so we couldn't incorporate it into our programmes, which were already designed. It was difficult for us to adjust things. If NEFEJ were involved in the design, we would have had more chances to integrate the media into our programmes.¹⁹⁶

It is the design phase of a partnership that affects how well a partnership further develops. This was an aspect that all partners of the Programme in Nepal felt as a vital learning point, where more attention needs to be placed.

Power of collective action

A lesson learned by all partners was the amount of power there is in working collectively for a cause. "Working alone may not be so successful because then you do not have a synergy effect"¹⁹⁷. This is an Alliance-wide learning point, because it is not solely relevant to the media component. In the Final Partnership Review of the Girl Power Alliance, a lesson learned was that the added value of the partnership at all levels needs to be identified from the start¹⁹⁸. This is relatable in the Nepal Girl Power Programme as well as a lesson learned was that in order for a partnership between NEFEJ (media) and thematic-oriented NGOs to flourish, there needs to be synergy and collaborative action – the added value needs to be

recognized. Together more could be achieved, as the informal role of the media partnership depicted.

We all have our own programmes but we need to have one voice, which the media partner/component could help create.¹⁹⁹

It is through the establishment of a strong media partnership, that the true strength of collective action as an Alliance can be portrayed.

Sharing is vital

A critical lesson learned by all partners in Nepal is the need for sharing. This point is also a general learning point of working in an Alliance but is particularly relevant to a media partnership. This is due to the fact that the organisations differ, as previously mentioned, in mission, objectives, strategy, etc. and even the overall sector (media). Through sharing a learning environment based on experiences can be used as an asset to the overall programme. As sharing was limited, the media component remained relevant to some partners and not for all.²⁰⁰ Nonetheless, a partnership had been established and there was some degree of learning. However, perhaps this learning from partnering with the media was not shared or documented.

We [Girl Power Programme Nepal] need to see how we can further use this [learning]. If another project is designed and we want to work together, we need to use this learning and integrate the media in the programme from the start.²⁰¹

By sharing experiences, lessons learned, and projects, then the partnership between NEFEJ and thematic-oriented NGO partners could have been further integrated into the Programme as a whole.

195 (Woodhill & van Vught, 2011)

196 (Focus Group Skype – Plan Nepal, September 24 2015)

197 (Focus Group – NEFEJ, September 14 2015)

198 (Follow-Up GPA Partnership Review, Helga van Kampen, 2015)

199 (Interview CHI - Nepal, May 18 2015)

200 (Interview EWN, September 16)

201 (Interview Focus Group Skype – Plan Nepal, September 24 2015)

9.4 Recommendations

In the following section, recommendations will be provided based on the conclusions and lessons learned for use in further media partnerships. The recommendations focus on the relationship between a media partner and more thematically oriented NGO, and are therefore applicable in different contexts.

- Share more** – There is a need to explicitly and formally share more between the media partner and thematic-oriented NGOs to create further institutional learning from a policy to programmatic level. This is perhaps one of the more important recommendations as experienced in Nepal. Sharing should not only be at a programmatic level. Sharing of experiences, best practices, failures, or lessons learned, especially with a different type of partner such as the media, needs to take place on all levels of an Alliance. It needs to be integrated into the monitoring at policy, strategic, and programmatic levels. The media partnership in Nepal between NEFEJ and thematic-oriented NGO partners was often seen as an exemplary case in the Netherlands, which is why Nepal was chosen as one of the countries for this study. However, at the programmatic level the questions of what and how can such lessons be shared from a policy to programmatic level arose.²⁰² Through explicitly integrating sharing (of the media component) into the monitoring systems already in place, more can be learned. This also includes sharing more about the partner selection process or the choice of specific funding set-ups (such as that of Free Press Unlimited), which can be shared from a strategic to programmatic level. By doing so, there will be more clarity in the partnership as a whole.
- Collectively create a communication strategy** - To further improve clarity, collective design needs consideration. In the Nepal Girl Power Programme, there was an informal role given to the media partnership of the programme. However, this did lead to a slight confusion of what the actual role of the partnership was. Was the media component meant for communication? During the design of the programme, an aspect that needs to be concretely integrated is the creation of a communication strategy. This will eliminate any confusion in terms of the role of a media partner, especially if the media partner is involved in the making of such a strategy. This is an extremely valid
- Discuss language used** - As mentioned, harmonization meetings where the framework of the Girl Power Programme was discussed were seen as valuable. However, there were difficulties regarding the Programme's thematic areas the media component was working under and the fact that reporting was so comprehensive. To further enhance the partnership between NEFEJ and thematic-oriented NGOs, there needs to be space for discussion on the language used, especially for the media component. The terminology needs to be discussed to ensure that all partners understand it in the same way. Although result areas may be pre-defined, time needs to be taken at a programmatic and strategic level to ensure that there is shared understanding. Free Press Unlimited, at a policy and strategic level, should help facilitate this for the media partner.
- Document learning using the media** - Girl Power partners see the power of the media. There is an understanding of the outreach and ability for sharing and sensitization. These aspects should be considered to document learning from the partnership. By documenting such learning, further steps can be made. By integrating a media component into a programme, learning should be high on the agenda. In the Alliance, the Learning Agenda did take this into consideration. Nonetheless, using the media partner (NEFEJ) to highlight this learning could have been a means of making learning explicit. Due to the technical skills that a media partner has, and the knowledge thematic-oriented NGOs have, documented learning can be used to further analyse outcomes of the partnership and future recommendations for partnering.

point because of the fact that for many of the partner organisations (including NEFEJ), communication is an integral aspect of their work. Many organisations even have their own communication team or department, like CWIN or Plan Nepal. Combining this expertise, with that of the media partner (NEFEJ), has great potential. By collectively creating a communication strategy, roles can be defined and expectations can be managed. If this had been done more explicitly there would have been less confusion.

Overall, the role and added value of collaborations between NEFEJ and thematic-oriented NGOs was harmonious and beneficial, yet informal. This does not mean that the Girl Power Programme in Nepal was not a success in any way. The media component could have been further integrated into the Girl Power Programme

202 (Focus Group Skype – NEFEJ, September 24 2015)

in a more explicit and formal way. This would have eliminated confusion. The power of the media to lobby and advocate on children's issues was strong, therefore wanting further clarity on what a media partnership means for all partners is needed. Through sharing, documenting learning, collectively designing communication for the partnership, and discussing Programme terminology a media partnership can expand; the foundation has been laid.

X. Country Report: Bolivia



Validation Session with Country Steering Committee of Bolivia Girl Power Programme asking participants to "Draw what animal they associate with the media?".
(Picture by author, August 2015)

10.1 Executive summary

Main Conclusions

The main conclusions of this study in Bolivia are:

- The role of the partnership between Nicobis and Girl Power Alliance thematic-oriented NGO partners in the Girl Power Programme was unclear. The lack of clarity was centred on whether the role of Nicobis was communication of the Alliance (advertising) or for the Alliance (communication strategy).
- The general added value of the media partnership was that it amplified the processes of the Girl Power Programme
- The Programme partners perceive the media in Bolivia as a powerful tool for children as they can make children protagonists, providing much-needed visibility and self-confidence. However, audio-visual media in Bolivia was seen as having too much of an urban focus.
- There was confusion regarding Nicobis' communication role. Free Press Unlimited and the media partner were implementing a specific programme, WADADA News for Kids, but had not established what this would mean within the Alliance.
- The efficiency of the partnership between Nicobis and thematic-oriented NGO partners was influenced negatively by staff turnover, funding schemes, and the diversity of partners.
- The perceived impact of the media partnership is that it could highlight changes caused by the Alliance through being a memory of the Alliance and reaching secondary audiences. The most significant example of this was the change in a girl that participated in writing a municipal constitution in her community



Overall there is a desire to continue collaborations between Nicobis and Girl Power Programme partners in the Girl Power Alliance structure.

Lessons Learned

Based on these observations there are lessons to be learned at a policy, strategic and programmatic level in the coordination of strategies between the media partner (Nicobis) and the more thematically oriented NGO partners. These lessons can be categorized into four central lessons learned:

1. When working with different and new partners, such as the media, there needs to be clarity. There needs to be clarity in terms of the roles, expectations, projects and purpose of the partnership for each partner.
2. In the Girl Power Programme in Bolivia, Free Press Unlimited, Dutch-Alliance members, and programmatic partners underestimated the time it took for alliance building. A lot of time is needed for effective alliance building, especially when working with different sector like the media.
3. Sharing is vital. A media partnership can be successful if sharing is done on a regular basis. This includes a sharing of projects and expectations of the partnership from a programmatic up to a policy level.
4. All Bolivia Girl Power Programme partners recognize the value of the media as a partner. Partnering in general was seen as a necessary means to effective implementation. However, with a media partner, collectively strategizing is even stronger.

Recommendations

From the conclusions and lessons learned, recommendations can be given for future partnerships between media partners and more thematically oriented NGOs:

- **Define communication in the context of the programme** - Each organisation, at a policy, strategic, and programmatic level, has their own definition of communication. These must be made explicit and shared between partners to avoid confusion regarding roles and expectations of the media partner.
- **Collectively define a communication strategy** – The follow-up step after having defined communication is to collectively define a communication strategy. This must be done collectively so that it is not centred on Nicobis, the media partner, but includes the media partner. Most challenges of the media partnership in Bolivia revolved around this confusion.
- **Explicitly take necessary time** – Make alliance building a prerequisite for media partnerships. Although the amount of time needed for effective alliance building is not concrete, there is a need to address this with the media partner.
- **Use other experiences to learn** – Although the desire to continue the media partnership is in the structure of the Alliance, there should not be as much fear to learn

from new ways of partnering. The Alliance structure does not have to be the only manner. Examples from other Girl Power Programme partners include: film festivals, trainings, workshops, jointly organizing events, or simply covering life-stories.

- **Showcase** – More formal sharing must be done, especially from the media partner. This consists of incorporating showcasing into the already existing monitoring cycle of each organisation.

Overall, although the role and added value of collaborations between Nicobis and thematic-oriented partners was interpreted as unclear at a policy, strategic, and programmatic level, it changed and gained power during the process. The media partnership depicted change at an institutional and beneficiary level in the sense of empowerment of girls and young women. The specific potential and contributions of Nicobis were recognized but financial schemes, geographical scope of projects, and diversity of partners were aspects that need extra consideration. Altogether, the foundation has been laid for a strong partnership to further develop.

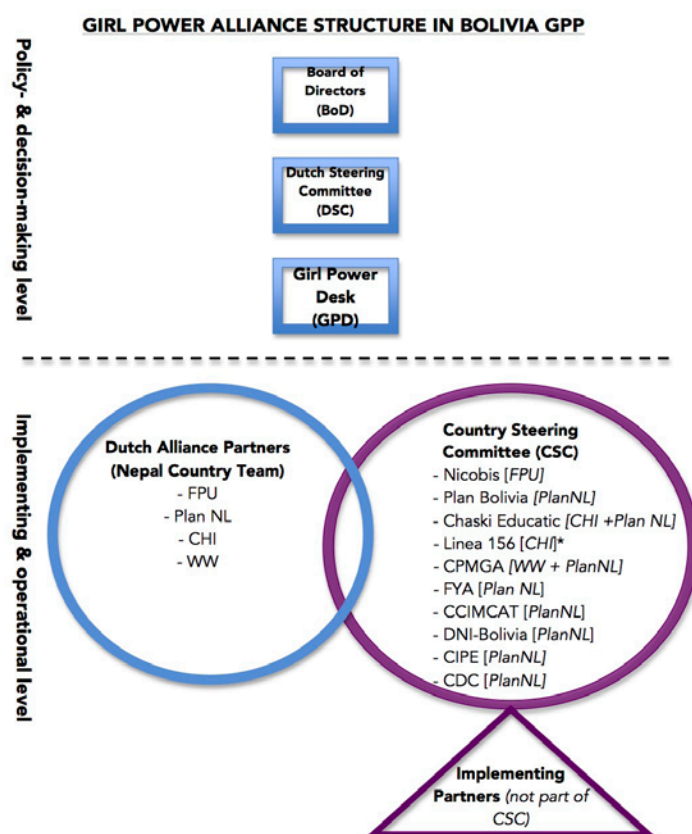


Figure 1 - Structure of the Girl Power Alliance in Bolivia. Blue represents Dutch positions and purple represents local in-country partner roles. In Bolivia, all implementing partners are part of the CSC. *Linea 156 is included in the CSC but did not participate during the field research of this review. (Adapted from Girl Power Operational Manual, 2009)

10.2 Findings

In the following section, the findings will be discussed. First, in order to understand where the views of the local partners are coming from, the perceptions of the Alliance partners, including Nicobis, regarding the media landscape in Bolivia will be analysed. Regarding the media partnership the following points will be discussed: relevance, effectiveness, efficiency, impact, and sustainability of the media partnership. For each section, a conclusion will be described (in a highlighted box).

It is important to note that the results of this evaluation are to be used for institutional learning, not to make stark conclusions. The information is based on desk research and perceptions of those directly involved in implementing the Girl Power Programme in Bolivia. No generalizations can be made as this is not evidence-based, but perceptions cannot be ignored.

10.2.1 Perceptions on Media Landscape in Bolivia

Children are often discriminated in Bolivia and the media in Bolivia is seen as a powerful tool for children because it can make them the protagonist, providing much needed visibility and confidence yet the audio-visual medium has an urban focus.

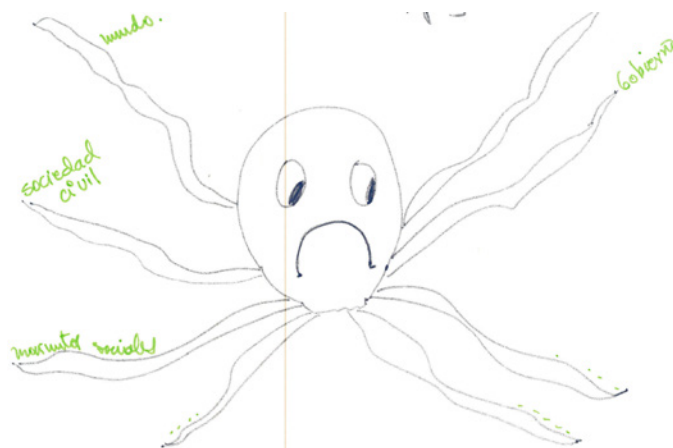
Media in Bolivia are seen as very relevant tools for children and youth in an ever-changing media landscape. As mentioned in [Section 2.4.3](#), the media landscape of Bolivia is seen as polarized in terms of audiences. Girl Power Programme partners perceive media as potentially being able to make the public conscious of the discrimination of children that is taking place in the country. By being an empowerment tool, it raises self-confidence whilst creating visibility.

*[Media can] communicate to a larger population about the rights of children...it is always analysing causes and structures regarding the vulnerability of children...it also grants the participation of children with their own rights.*²⁰³

203 (Interview Plan Bolivia, August 11 2015)

The general perception was that the media are especially helpful for girls and young women because they lose their fear of standing up for their rights²⁰⁴. The media allows for people to become the protagonists. A common view was that the media is a platform that has the potential of putting children's interests first, motivating and generating interest amongst them. However, as described earlier ([Section 2.4.3](#)), the media landscape relies on radios to reach rural areas. All Girl Power Programme partners did mention that accessibility differed between urban and rural areas, especially when using an audio-visual means. Access to media or communication means needs more attention according to all partners²⁰⁵. Nonetheless, as the quote by CCIMCAT below portrays, media, regardless of the medium, has power.

*We found that communication, radio in our case, in the hands of girls and young women becomes a strategic tool to strengthen self-esteem and triggers personal empowerment processes...The girls and young women are taken into account and gradually, the adult-patriarchal gaze of families, communities, organisations, and governments are questioned.*²⁰⁶



'Media is both good and bad, can move easily, but can also latch on to whatever it needs to. It has tentacles in many domains: earth, government, civil society, social movements, etc.' as said by a Bolivia Country Steering Committee member during the Validation Session (August 2015)

204 (Interview DNI-Bolivia, August 11 2015)

205 (Validation Session, August 17 2015)

206 (Survey CCIMCAT, August 17 2015)

10.2.2 Partners' Perception on the Partnership Between Nicobis & Girl Power Alliance Thematic-Oriented NGO Partners

Relevance of the Media Partnership

Although the media partnership created outreach of Girl Power Programme issues, confusion regarding Nicobis' role as a communication means FOR or OF the Alliance made the partnership less relevant.

The partnership between Nicobis and thematic-oriented NGO partners was considered just as relevant as the media are for children and youth in Bolivia. This was primarily due to the fact that the media partnership was regarded as having the potential for great outreach. The media component of the programme puts the themes of the Alliance on the map, linking what authorities and other stakeholders are doing in order to influence them.²⁰⁷ The media partnership can raise interest amongst girls and, at an institutional Alliance-level, create outreach of the Programme. This made the partnership highly relevant to the objectives of the Alliance.

Nicobis created the Girl Power logo, which was our first task as an Alliance. They created our first Alliance identity. The logo represents diversity of regions (due to colours) an age (due to size) as the Girl Power Programme represents young teens, children, and young adults. This is why it also says "we are the power" because they are [the power].²⁰⁸



Girl Power Bolivia Logo designed by Nicobis.

As the quote highlights, a general perception of the relevance of the media partnership by partners in Bolivia was based on the notion of shared outreach of the Alliance. However, this only made the partnership relevant to a certain extent and for some partners more than others. The relevance of collaborations between Nicobis and thematic-oriented NGOs became dependent on the role of the partnership. Was it solely for outreach or communication?

Because of the issue of accessibility, we as CIPE assumed the role of communication within our programmes ourselves. This was not because of Nicobis working badly, but because CIPE just worked differently. We needed more radio focus.²⁰⁹

As the quote above suggest, in Bolivia outreach became translated to an understanding that the media partnership was solely for communication purposes. However, the confusion lied in what the understanding of communication was: communication OF the Alliance projects (advertising) or communication FOR the Alliance (a strategy). The perception amongst the non-media partners in Bolivia was that the media partnership was strictly based on communication, to show what the Alliance has done by sharing the lived experiences.²¹⁰ On the other hand, for the media partner Nicobis, a point of importance was how they wanted newsworthy stories to promote girls' issues and not (only) organisations.²¹¹ This confusion, affected the relevance of the media partnership on a policy, strategic, and programmatic level. In the Netherlands, this was believed to be an issue as the "role of Nicobis was evident, but it did not fit with the other organisations"²¹². At the programmatic level in Bolivia this was also the case as a matter of understanding the purpose of communication. The relevance of the partnership was closely related to this as was described by a representative of CCIMCAT below.

It is just about the theme of communication in the whole Alliance. I think it should have been clear institutionally, especially regarding youth and children.²¹³

²⁰⁷ (Interview Plan Nederland - Bolivia, June 15 2015); (Interview CIPE, August 12 2015)

²⁰⁸ (Interview Fe y Alegría, August 11 2015)

²⁰⁹ (Interview CIPE, August 12 2015)

²¹⁰ (Interview CPMGA, August 12 2015); (Interview Plan Bolivia, August 12 2015); (Interview DNI-Bolivia, August 11 2015)

²¹¹ (Focus Group Nicobis, August 10 2015)

²¹² (Interview Plan Nederland - Bolivia, June 15 2015)

²¹³ (Validation Session – CCIMCAT, August 17 2015)

Collaborations between Nicobis and thematic-oriented NGO partners were relevant because of the reach of the Programme themes. Nonetheless, there were varying degrees of relevance per partner. This was especially the case because almost all non-media partners have their own communication programmes, such as CIPE or CPMGA with their own radio programmes or Fe y Alegría with short TV spots. During the validation session, the relevance of the media partnership was divided into three distinct phases based on the timeline of the media partnership:

One, the presence of Nicobis in trainings and communication learning/education in municipalities, which had good results in different areas; two, they were not present for a period of time when each partner took on their own actions for communication in their own departments; three, Nicobis is now showing the work of the Alliance.²¹⁴

Effectiveness of the Media Partnership

Working on the same theme of Girl Power made the media partnership more effective, but the geographic and programmatic division of partners hampered opportunities.

The effectiveness of the media partnership was strongly influenced by the factor that all partners were working on the same theme, towards the same cause – girls and girl power²¹⁵. Due to this the media component could be integrated into the Girl Power Programme as a whole, acting as the memory of the Alliance by highlighting the result areas. However, the effectiveness of the partnership did vary depending on two things: the geographic and programmatic division of partners. The geographic division is based on the national spread of the Programme in Bolivia and the programmatic division articulates the lack of joint design of the media partnership.

An important aspect in Bolivia is that the GPA works per municipality, with representatives per organisation. It is a very geographic basis, so every municipality is different, which influences the implementation of the programme as a whole. All the reports are different everywhere, per organisation...Because of the geographic focus of the Alliance, there is a need to define what the communication strategy is.²¹⁶

Geographic divides is an important aspect to note because it played a large part in defining the effectiveness of the media partnership. Thematic-oriented NGOs that worked in rural areas such as Fe y Alegría, CIPE, and CCIMCAT emphasized how PICA is a national programme that is not broadcast in many areas where they work because some areas have very limited television access so most of the content was related to urban areas.²¹⁷ The fact that getting to rural communities was seen as a problem hampered the effectiveness of the media partnership.

Furthermore, the programmatic division between partners is based on the fact that the lack of joint design obstructed effectiveness.

I feel like their role wasn't very well planned out together with the rest of the Alliance. They were just another partner...we were just told that they were part of it [GPA] and so they [Nicobis] had to figure out their place in the Alliance, which is hard. Nicobis did their own work, and figured out how they could support the Alliance, but this wasn't at all done together...there was not enough explanation of communication as a means of working.²¹⁸

The lack of jointly integrating the media component was seen as a component that affected the effectiveness of the media partnership. Collaborations were seen as being effectively established due to the collective reasons for collaborating, despite the lack of a joint design and geographic differences.

214 (Validation Session – Plan Bolivia, August 17 2015)
215 (Focus Group Nicobis, August 10 2015)

216 (Interview Plan Bolivia, August 11 2015)
217 (Interview Fe y Alegría, August 11 2015); (Interview CPMGA, August 12 2015); (Survey CCIMCAT, August 17 2015)
218 (Interview CIPE, August 12 2015)



"It adapts and changes to every environment that it is in as well as the news that it needs to report on" was a Country Steering Committee representative's comparison of the media to an animal during the Validation Session (August 2015)

Efficiency of the Media Partnership

Staff turnover, (financial) set-ups, and the diversity of partners made partnerships between Nicobis and thematic-oriented NGO partners less efficient.

Collaborations between Nicobis and thematic-oriented NGO partners were perceived as not being efficiently established because of three major aspects: staff turnover, the diversity of partner organisations, and lastly, the (financial) structure of partnerships. Firstly, staff turnover was seen as a cost that affected the media partnership. It must be noted that during the Mid-Term Evaluation, Plan Bolivia was noted as being very top down and hierarchical, not providing the learning that was agreed upon, and that staff turnover was common²¹⁹. These issues had not been isolated to Plan Bolivia though. These lessons learned had been taken into consideration and that has been improved within the Bolivia Girl Power Programme²²⁰. Nonetheless, for the case of the media partnership, such staff turnover played an immense role in the efficiency of the media partnership as can be seen by both Nicobis and Plan Bolivia:

*Partner institutions had many changes in regards to technical capacity, money to push girls to make films (girl reporters) and staff changes. We trained partner organisation members but the technical capacity of the partner NGOs was no longer there. There was no more interest to push the programme because of staff-turnover; there were new people involved.*²²¹

*I also think that we should learn that staff turnover really affected coordination, especially internally with Plan [Bolivia]. I think that, because of this [staff-turnover], there was no continuity or permanent collaborations. There was no clarity of the role of Nicobis because of this staff-turnover. I understood when I started that they make audio-visual material for the Alliance, but we didn't have a strategy or clarity on this strategy. There was no clarity on how Nicobis was part of the Alliance.*²²²

Staff-turnover made the media partnership less efficient as there were fewer opportunities for collaboration; they were too costly and were no longer a priority. A second aspect that influenced how efficient the media partnership was is related to the diversity of partners. The Country Steering Committee (CSC) met on a regular basis, even though it proved difficult to get all partners from around the country together. The missions of the different partners: working with various people in specific regions whilst using a type of language that is not relatable for all partners played a role in efficiently establishing a media partnership.

*In Bolivia, the nature of the project was more geographic at first, and still to a certain degree, which made collaborating difficult. It was an odd experience for us. People tend to protect their own; defend their ideas and when people differ like we did in the Alliance, it makes it harder. We also didn't all use the same concepts as in Holland; we weren't as modernized as the Alliance in the Netherlands. We didn't use terms like 'Theory of Change' or 'Strategic Partnership' or 'Learning Agenda'.*²²³

219 (GPA Mid-Term Report – Bolivia, 2013)

220 (GPA 2014 Annual Report)

221 (Focus Group Nicobis, August 10 2015)

222 (Validation Session – Plan Bolivia, August 17 2015)

223 (Interview CIPE, August 12 2015)

This quote highlights how a diversity in missions transcends the programmatic level to a strategic and policy one in the Netherlands, which influences the efficiency of the media partnership. The language used is a factor that needs emphasis in relation to a partner organisation's mission, as it was a barrier that most partners stressed, especially when working under a specific Alliance bureaucracy with many themes and topics²²⁴. In relation to specifically the media partner, working with professionals from an organisation with a completely different mission, such as journalists and producers, is a factor that was overlooked. Every organisation has their specialty or expertise so having a shared vision is difficult.

The last aspect that played a large part in determining the degree of efficiency of the media partnership was the structure of the Alliance, specifically the financial structure in relation to the media partner. In Bolivia, it was never very clear if Nicobis was part of the CSC or not, but since last year (2014) there was more clarity on this.²²⁵ All Programme partners, including Nicobis, mentioned this confusion as being caused by the absence of Nicobis in the Alliance for around 10 months, when the 18-month contract between Free Press Unlimited and Nicobis stopped. Nicobis needed to find other funds to save PICA. After the original contract with Free Press Unlimited ended in May 2013, Nicobis had not managed to acquire long-term funding, therefore an extension was granted till November 2013.²²⁶ However, even during this period Nicobis was working to create long-term funding. Nicobis was not very involved with the Alliance, which all partners agreed had repercussions for the Alliance in terms of communication.

...because Nicobis was [gone], each organisation had to think of their own audio-visual techniques.²²⁷

There was a time when Nicobis was distanced from the Alliance due to finances. Nicobis was not able to share Girl Power experiences during this time. They weren't active in the Alliance. So DNI-Bolivia had to figure out their own ways of making communication material.²²⁸

224 (Interview CHI - Bolivia, June 10 2015); (Focus Group Chaski Educativ, August 14 2015)

225 (Interview Plan Nederland - Bolivia, June 15 2015)

226 (FPU Assessment Final Report Nicobis, 2013)

227 (Interview Fe y Alegría, August 11 2015)

228 (Interview DNI-Bolivia, August 11 2015)

What is important to stress here is that the partnership was not efficient, because of differing funding schemes. Logically, Nicobis was focused on surviving, on saving PICA. However, this influenced the media component of the Bolivia Girl Power Programme. Due to the knowledge lost from staff turnover, the challenges of partner diversity, and difficulties from funding differences, the media was less efficient than it could have been.

Impact of the Media Partnership

The perceived added value of the media partnership is that it can highlight changes, acts as the memory of the Alliance, and can influence secondary audiences.

The impact of collaborations between Nicobis and thematic-oriented NGO partners was perceived in three forms. These cannot be considered as direct outcomes of the media partnership, but perceived impacts. First of all, the contribution of the media partnership to the Bolivia Girl Power Programme was that it was able to show change, "Nicobis is amplifying the results and what we did as an Alliance"²²⁹. This was done through numerous exchanges such as the creation of an Alliance logo, establishing and training a network of girl reporters, to making life-story episodes per municipality with project beneficiaries. These cases highlighted the changes in individuals but not only at a beneficiary level.

We [Nicobis] are teaching institutions to talk the language of children and youth. It is good that we are showing them the way to talk to the youth. We have ways of showing how the Alliance is effective.²³⁰

229 (Focus Group Chaski Educativ, August 14 2015)

230 (Focus Group Nicobis, August 10 2015)



At an institutional level, change has been documented through the media partnership. The media partnership facilitates the creation of the memory of the Alliance. Collaborations between Nicobis and thematic-oriented NGO partners become the memory of the institutions working under the Girl Power framework and help to present the Alliance as a whole, as one entity.²³¹ Furthermore, a perceived impact of the media partnership was that secondary audiences were reached; the trickle-down impact to families, especially moms, as the girls being portrayed on PICA as girl reporters were participating and not shy.²³² This influence on secondary audiences relates closely to the change that the media partnership highlights, which links to the selection of the Most Significant Change (MSC) story.

This focus on documenting change of the media partnership led to the collection of what was considered the most significant change within the Bolivia Girl Power Programme due to the media partnership. Most

Significant Change (MSC) stories were collected from each Country Steering Committee organisation. Furthermore, a selection was made of which story represents the most significant change. This method was used to collect positive or negative changes in respect to the media partnership. The selected story (see [Section 4.2.4 Figure 6](#)) alongside with the reasons for selection is presented in this report. The rest of the stories can be found in the *Girl Power Alliance Media Partnership Stories of Significant Change* booklet.

In general, most of the stories highlighted how the significant change from a media partnership in Bolivia was that a change in girls was documented. From all 9 stories, a pre-selection was made within Free Press Unlimited to select 4. This first choice was because the 4 pre-selected stories were clear stories with concrete examples of change whilst the non-selected stories were too abstract. After the pre-selection, it became evident that the empowerment of girls encapsulates the change the media partnership influenced and more examples were needed.²³³ These 4 pre-selected stories were shared with the Bolivia Country Team in the Netherlands to choose one.

The story that was selected, *Constitution* by DNI-Bolivia, was chosen because it shows gender empowerment and advocacy at a higher level (see [Section 4.2.4 Appendix G](#)). It does not only highlight individual empowerment, but how, through the media partnership, individual empowerment can become collective empowerment. In one story three levels are distinguished, the individual, collective, and political levels. Furthermore, it is a story that can be followed-up on, which was considered important.²³⁴ The other stories depicted an end-result without highlighting the potential impact of the media component. The discussion around the selection of the story made explicit that there is a desire to learn more about the processes behind a programme, which the media component can help facilitate. A desire for follow-up is there to understand the process.

Further follow-up has been done on this specific case with DNI-Bolivia. This story was filmed in two parts (December 2012 & April 2013) in Coroico and Pucarani, where this individual girl, Deisy, was elected by the NNAs (boys, girls, and youth) organisation “Alliance Huayani Potosi” (AHB) as a representative of women in the Palcoco community.

231 (Interview Plan Bolivia, August 11 2015)

232 (Interview Fe y Alegría, August 11 2015)

233 (MSC Bolivia Pre-Selection Form, FPU, October 6 2015)

234 (MSC Bolivia Selection Form, FPU, October 14 2015)

She gained support through the signatures of students from various educational units. She incorporated the participation of NNAs organisations into the political process to ensure that girls, women, and youth would not be forgotten in the carta organica. Since then, other girls, such as one from the NNAs “We All Have a Heart” (TTUC) in the Pucarani community, have also participated politically in their community. Due to the ability of Nicobis to highlight these changes, the participation of children and youth in different areas is recognized; the change is being shown.²³⁵ This follow up depicts how much more relevant information can be retrieved regarding these cases, which the media partner can help extract.



The use of the most significant change method through systematic selection established what factors for collaborating need to be further considered at all levels: following the process of a programme, which the media component can strengthen. Overall, the impact of a partnership between Nicobis and thematic-oriented NGO partners was perceived as empowerment on various levels, from the individual to political level.

Sustainability of the Media Partnership

Although funding may limit opportunities, there is a desire to continue the media partnership within the Girl Power Alliance structure.

All partners of the Girl Power Programme in Bolivia, including Nicobis, consider sustainability to be an important aspect to consider regarding the media

²³⁵ (Survey DNI-Bolivia, October 22 2015)

partnership. Overall there is a desire to continue to collaborate if the structure of the Alliance is maintained. Good relations have been formed, especially in the past two years, thus the strength of the Alliance has been observed. Nonetheless, all partners mentioned that funding was seen as the factor that truly determines to what extent the partnership will continue. It is important to note that Free Press Unlimited recognizes a need for sustainability before partnering and attempts to ensure that if partners have a sustainability plan, the partnerships will also become sustainable.

We really stress sustainability to our partners when we have an 18-month plan or contract. We want business plans, which include a sustainability plan. By creating this sustainability, collaborations will also become sustainable.²³⁶

Whether or not enough emphasis was placed here remains a question, but the desire to continue collaborating was present with all partners as generating funds as a whole Alliance including a media component was seen as being more effective than individually.



According to a Country Steering Committee member in Bolivia, media is like a cat - one of human's best friends but still has the independence to work on its own. (Validation Session, August 2015)

²³⁶ (Interview FPU - Bolivia, April 20 2015)

10.2.3 Conclusion

In conclusion, the role of the partnership between Nicobis and thematic-oriented NGOs in the Girl Power Programme of Bolivia was seen as unclear on whether the focus was communication OF the Alliance, or FOR the Alliance. The added value of the partnership was that it amplified the processes of the Programme in general. All partners, including Nicobis, perceived the media in Bolivia as a powerful tool for children as they can make them the protagonists whilst providing much-needed visibility and confidence. However, audio-visual media in Bolivia has too much of an urban focus. The relevance of the media partnership was strengthened due to the outreach of Girl Power issues but confusion regarding Nicobis' communication role lessened this relevance. Although a geographic and programmatic division of partners hampered the effectiveness of the media partnership, working on the same theme of Girl Power aided collaborations. The efficiency of the partnership between Nicobis and thematic-oriented NGOs was influenced by staff turnover, financing schemes, and diversity of partners. The perceived impact of the media partnership is that it could highlight changes by being a memory of the Alliance and influencing secondary audiences. The most significant example of this is that of, Deisy, a Bolivian girl that participated in writing the carta organica, municipal constitution for her community. Overall, there is a desire to continue the media partnership in the structure of the Alliance as a foundation has been laid.

10.3 Lessons Learned

Based on these observations, four central lessons learned arose from partners' perceptions on the role and added value of the media partnership between Nicobis and thematic-oriented NGO partners. These are as follows:

Clarity is needed

When working with diverse partners, clarity is seen as a crucial point on a policy, strategic, and programmatic level. This is clarity from roles each partner has, to what the partnership means to each organisation. This is especially relevant when working with organisations that, although they share the same vision (e.g. gender equality), have differing missions and strategies to get there (be it by communication or child helplines for example) and when pre-defined roles are easily given, such as that of communication for a media partner.

There has to be a defined role for Nicobis. Nicobis did what they said they would do but we didn't develop this sufficiently. I guess this is another vicious cycle of funding and forms (and learning agendas) within the Alliance. For Dutch funders, there was too much emphasis on this and in Bolivia, there was a lack of understanding.²³⁷

As is stated, this is not just a lesson for the programmatic level of a programme. It was clear to all partners that the media component consisted of *PICA*, the children's news programme. However, what was not clear was how this partnership would further contribute to the Girl Power Programme. This was a gap that was not addressed enough by Free Press Unlimited and other Dutch Alliance members, as well as programmatic partners in Bolivia. There was no clarity yet huge potential for the media component and partner programmes to be grounded in each other's strategy²³⁸.

Time needs to be taken

In my opinion, each institution, each NGO has their own strengths. In order to make an Alliance it takes time to build it. It takes time to build this [GPA]. In an Alliance, when they [partners] are strengthened they are more willing to share. We have the disposition but it is the coordination that needs more focus.²³⁹

A focus on the time to build a partnership was seen as a key lesson learned by Girl Power partners in Bolivia. Even in the Final Partnership Review conducted at the Dutch-level of the Alliance, taking time to build a partnership was seen as a crucial lesson learned.²⁴⁰ This resonates closely with experiences in Bolivia. Although this is a general lesson learned for the Alliance, it is also one specifically related to partnering with different types of organisations such as the media (or NGO). Organisations and people have different experiences and skills. It is essential to take time to establish clarity, for all partners to be on the same page.

²³⁷ (Interview CIPE, August 12 2015)

²³⁸ (Survey CCIMCAT, August 17 2015)

²³⁹ (Focus Group Nicobis, August 10 2015)

²⁴⁰ (Final GPA Partnership Review, 2015)

Need to share more

Following up on taking time and creating clarity amongst partners, a lesson learned by all partners was that there needs to be more sharing, especially with a media partner. According to Nicobis, “sharing experiences and reporting on what is needed and learned needs to be done”²⁴¹. There needs to be more exchange of expertise and skills, “know-how” as it was often referred to during the Validation session. All partners, including Nicobis, recognize that Nicobis works differently than the thematic-oriented NGOs. Nonetheless, the desire to share more from one another to create new opportunities for collaborations is a lesson that needs to be considered. Additionally, this lesson of sharing more applies on an inter-level basis, from a programmatic to a policy and strategic level and vice versa. Regarding the media partnership, Programme partners at a programmatic level felt that there could have been more sharing between Free Press Unlimited and partners in the Bolivia Girl Power Programme. Due to this there was less reflection on the role of the media component in the Dutch Alliance and in country.²⁴² Thus the need to share more was seen as a lesson learned for all levels of the Alliance. Whether the willingness to share between partners is there is another point that needs to be addressed during the set-up of the partnership.

Partnering is needed, especially with media Lastly, and probably most important, is the lesson that partnering is crucial for effective implementation of projects. This is especially valid for partnerships with the media. In general, the power of working together was recognized, however, collaborations between the media partner and thematic-oriented NGO partners were seen as having even more strength. All Girl Power Programme partners realized the importance of the media in order to implement an effective project.

*We [Girl Power Programme] learned about how important it is to use media in order for girls to lose their fear and to no longer be silence. Television works really well and Nicobis know how to reach out to young people. The way they present to the youth is the way it should be, making the children the protagonist.*²⁴³

This aspect of being able to reach youth, by speaking their language, is an aspect that all partners agreed was unique yet essential. Simply by partnering, experiences can be shared but more importantly, the agenda of organisations and beneficiaries can be depicted²⁴⁴. Communication by media, specifically audio-visual material, is a much stronger tool than words. This need for partnership works both ways because the thematic-oriented NGOs were seen as having the networks and information the media component can use, according to Nicobis.²⁴⁵

A good way to summarize the lessons learned from the perceptions of collaborations between Nicobis and thematic-oriented NGO partners is the following anecdote by the Bolivia Country Team and Dutch Steering Committee representative of Free Press Unlimited:

*The partners need to be proactive from the very beginning. I really wonder if the partners know what each partner is doing...does each organisation know the core objectives of all organisations? We assume that in the Netherlands we know this but if I can be honest, I am not 100% sure either, so how can we expect them to know this?...The lessons learned are that the role of the media partners need to be clearly defined from the start. There are many different partners in the Alliance but also many different types of media partners: radio, video on demand, television, etc. What is the programme that is exactly involved? Secondly, each Alliance member or partner needs to know to what extent and how they fit into the objectives of the programme. Make decisions from the beginning. Lastly, the structure of the media partner needs to be defined, and clear.*²⁴⁶

²⁴¹ (Focus Group Nicobis, August 10 2015)
²⁴² (Validation Session, August 17 2015)
²⁴³ (Interview CPMGA, August 12 2015)

²⁴⁴ (Interview Plan Bolivia, August 11 2015)
²⁴⁵ (Focus Group Nicobis, August 10 2015)
²⁴⁶ (Interview FPU - Bolivia, April 20 2015)

10.4 Recommendations

In the following section, recommendations will be provided based on the conclusions and lessons learned for use in further media partnerships. The recommendations focus on the relationship between a media partner and more thematically oriented NGO, and are therefore applicable in different contexts.

- Define communication** – The role of communication within the Girl Power Programme in Bolivia was seen as a point of concern often related to the role of Nicobis. This is related to the fact that each organisation, each individual, has their own perspective on what communication means. These definitions need to be made explicit and shared between partners. Most organisations, including Nicobis and the thematic-oriented NGO partners, have their own ideas on communication. Share these with one another and document them in one document as a means of managing expectations. Do not limit this to a programmatic level. Free Press Unlimited and Dutch Alliance members at a policy and strategic level should share what communication means with partners at a programmatic level.
 - Collectively define a communication strategy** – As a follow-up, once communication is defined, a communication strategy or plan must be outlined. Based on the experiences of the media partnership in Bolivia, most of the challenges of the partnership emanated from the fact that the Alliance did not have a collective communication strategy. A point should be made to define a communication strategy collectively in order to avoid miscommunication regarding roles, expectations, and implementation. A member of the Country Steering Committee stated it very well: “Nicobis needs to be PART of the communication strategy but not the WHOLE communication strategy”.²⁴⁷
 - Explicitly take necessary time** – An often-overlooked aspect of partnering is the needed time to build a partnership. This is not a unique recommendation to the media partnership, however it plays an even more crucial part due to the diversity a media partner brings. There is a need to make the time it takes to build an Alliance formal in the Alliance-building process. This is difficult to make explicit, as the time it takes to build
- an Alliance is not concrete. In contracts with partners, include formal introductions and alliance building through face-to-face meetings or other means of explicitly taking the time to build a partnership.
- Use other experiences to learn** – Partnering with different organisations, from different sectors, with different missions, etc. requires a lot of time and resources, however the amount that can be learned from such a partnership is much greater than the costs behind it. There should not be a fear of partnering. There is no concrete format for collaborating with the media. As was mentioned by Nicobis during the Validation Session, there is a need to be open and think of new, creative forms of partnering²⁴⁸. Do not assume that the Alliance partnership is the only way of establishing effective collaborations between Nicobis and thematic-oriented NGOs. The need to partner has been recognized and collaborative opportunities should not be limited to only previous partnering forms. Previous forms need to be used as inspiration. Some examples of collaborations include a traveling film festival, media trainings, workshops, jointly organizing events, or covering single events.
 - Showcase** – A lesson learned regarding the media partnership within the Girl Power Programme in Bolivia was that there was a need to share more between the media partner and thematic-oriented NGOs. For future collaborations or partnerships, this needs to be done explicitly as part of the monitoring cycle in the partnership in order to facilitate further sharing. This should not be limited to sharing, but rather formally showcasing lessons learned and best practices. The reason why showcasing needs consideration rather than only sharing because showcasing captures formally integrating sharing of the media component. This is also applicable from a policy to strategic to programmatic level of the Alliance. For example, Free Press Unlimited should not just share episodes of Nicobis to partners but showcase them – a formalized platform/moment for sharing amongst partners. This should extend to all levels of a partnership.
- Overall, the role and added value of collaborations between Nicobis and thematic-oriented NGO partners was interpreted as unclear, yet documented change. It was unclear due to the role of communication within the Alliance and whether or not Nicobis would full this

247 (Interview DNI-Bolivia, August 11 2015)

248 (Validation Session – Nicobis, August 17 2015)

role. Nonetheless, the media partnership allowed for change at an institutional and beneficiary level to be documented. This analysis does not reflect whether or not the Girl Power Programme in Bolivia was a success or not. The role of the media component in Bolivia could have been clarified if communication within the Alliance were defined. The power of Nicobis within the Alliance was recognized, but careful attention needs to be paid to financial schemes, geographical scope of projects, and diversity of partners. The foundation has been laid for a strong partnership to further develop.

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