

# No News Is **Bad News** Internal Mid-Term Review

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**FREE  
PRESS  
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 **European  
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## Abbreviations used:

EJC	European Journalism Centre
CSO	Civil Society Organisation
FPU	Free Press Unlimited
IATI	International Aid Transparency Initiative
IO	Intermediate Outcome
M&E	Monitoring and Evaluation
MASP	Multi-Annual Strategy Paper
MSC	Most Significant Change
NNIBN	No News Is Bad News programme
OH	Outcome Harvesting
ToC	Theory of Change

For acronyms of the names of partner organisations, see Appendix 1.

# EXECUTIVE SUMMARY

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## NO NEWS IS BAD NEWS

No News Is Bad News is a five-year media development programme funded by the Dutch Ministry of Foreign Affairs and implemented by Free Press Unlimited (FPU), European Journalist Centre (EJC) and 53 partner organisations in 17 countries. The three pillars of the programme are the enabling environment for independent media, the role of journalists as watchdogs, and the sustainability of media outlets.

## METHODOLOGY OF THE MID-TERM REVIEW

An internal review of the programme was organised to assess progress after 2½ years of programme implementation. The change in capacity of partner organisations, media outlets, and journalists was measured by comparing the results of a baseline with a midline self-assessment. The effectiveness of intervention strategies was measured through Outcome Harvesting, Most Significant Change and Audience Research. In total 39 intervention strategies were reviewed on the basis of 247 outcomes and 107 impact stories. These were then mapped on the theory of change of No News Is Bad News and discussed internally, which, in combination with literature research, led to the adaptation of the theory of change.



## FINDINGS

The No News Is Bad News programme has been providing an important push-back against major trends that have been devastating to free expression, quality information, and the role of independent voices in society. Various intervention strategies have had a positive impact - some more significant than others - either on individual journalists, press freedom, human rights, good governance, or gender equality. We see changes in attitudes and practices of national governments through policy change and advocacy for an enabling environment. For example, in Somalia the strong coalition between media actors and other civil society organisations has been influential for policy change. In Iraq FPU has effectively used its relationship with UNESCO to assist partners with their advocacy activities. In Bolivia EJC and partners successfully advocated against changes in the media law. In Nepal the monitoring of violations against journalists proved to be a good strategy for evidence-based advocacy. In DR Congo, advocacy is challenging, and partners face personal risks by speaking out on violations. The watchdog role of the media has been enforced by means of training and fellowships for journalists in Bangladesh, by a competitive investigative journalism fund in Bolivia, and by collaboration between professional journalists, citizen journalists and civil society organisations in various countries. In terms of local impact, we see positive changes in good governance, human rights, and gender equality. Interventions to increase the sustainability of media actors included leadership skills training and gender equality in the workplace, but few outcomes were harvested even though partner capacity has increased.

## GOOD PRACTICES

Good practices were analysed regarding safety of journalists, gender equality, accountability (of the media and of authorities), and financial sustainability of media outlets. A good practice for safety of journalists is an integrated approach of policy change & advocacy, monitoring violations against journalists, and assistance to journalists in need. In terms of gender equality in the media, good practices include gender sensitive media content and support to female journalists. Good practices for accountability are the production of inclusive content and investigative journalism, which resulted in many impactful media productions. A good practise for financial sustainability is the development of innovative business models.

## THE ROLE OF FPU AND EJC

While the added value of FPU/EJC takes multiple forms, the following general types of contribution can be distinguished: capacity building; project design; coordination; advice; international advocacy activities; access to a global network; partner visibility/recognition; and joint fundraising.

## ADAPTATION TO A CHANGED CONTEXT

We analysed whether we are on the right track, taking into account recent global developments concerning the media. We conclude that monitoring and research is needed into the problem of hate speech and misinformation (fake news), the risks related to the use of social media, and the risk of media capture. The latter may become more prominent if we do not succeed in improving the financial sustainability of media outlets.

## REVIEW THEORY OF CHANGE

The mid-term review gave us many insights into 'how change happens' and we were able to replace some results and assumptions in the theory of change by more specific and relevant results. The remaining knowledge gaps are included in a research agenda for the coming two years.

## KEY FINDINGS

- Partner capacity in policy change and advocacy has increased and the programme is having a positive impact on the enabling environment for media. We see positive changes in attitudes and practices of national governments.
- The watchdog role of the media has been enforced effectively. In terms of local impact, we see positive changes in good governance, human rights and gender equality.
- The sustainability of media outlets has not received enough attention, even though partner capacity in becoming sustainable has increased.
- Many partners are making efforts to train and employ female journalists and to develop gender-sensitive content.

## KEY RECOMMENDATIONS

- It is recommended to pay more attention to the **economic enabling environment** as part of Intermediate Outcome 1.
- There is a need to explore **innovative business models** to ensure financial sustainability of media outlets.
- There is a need for additional **audience research and online analytics** to ensure relevance of media content. Audience research among women as an audience is needed for a better understanding of which content is relevant for women and how content influences gender equality in society.
- Although advocacy for safety and security of journalists is yielding results in several countries, extra attention is needed to equip media outlets and journalists with the right **safety and security skills and tools**. Safety of female journalists is an issue that needs special attention, both in security training as well as in investigative journalism training and fellowships for female journalists. This includes dealing with online harassment of female journalists.
- Innovative intervention strategies are needed to deal with the risks associated with **misinformation** (fake news) and **social media**.
- More attention is needed to increase **gender equality in the workplace** of media outlets. Research is needed into the ‘business case’ of increased (gender) diversity for the competitiveness of media outlets.
- We see that several partners in different countries employ similar intervention strategies. FPU/EJC should bring these partners together to **share knowledge** and create relevant international knowledge networks.

## INTRODUCTION

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### THE RELEVANCE OF MEDIA FOR DIALOGUE & DISSENT

The No News Is Bad News programme is funded by the Dutch Ministry of Foreign Affairs within the Dialogue and Dissent policy framework. The main aim of this policy framework is to contribute to sustainable inclusive development for all and to fight against poverty and injustice by promoting civil society’s political role. This presents a shift in focus from aid aimed directly at combating poverty through service delivery, to aid aimed at tackling the root causes of poverty and (gender) inequality through policy change and advocacy. This focus on civil society’s political role stems from a ‘Social Transformative’ approach to development which states that poverty, inequality and exclusion are caused by power asymmetries and that development is a complex, nonlinear and political process aimed at changing power relations.<sup>1</sup>

There is enormous potential for media to facilitate dialogue and dissent. Media are essential partners in an inclusive dialogue but can also act as strong critics of government policies and overall national development practices. Media play a crucial role in inclusive and sustainable growth and development, linking grassroots civil society concerns to national and global policy levels. Media can actively influence and catalyse processes of societal change, which makes them advocacy actors in their own right. Traditional and electronic media highlight under-reported issues (e.g., gender or sustainable livelihoods), ensure accountability of policy makers (e.g., basic service delivery) and give marginalised groups a voice in the public space (e.g.,

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<sup>1</sup> Kamstra (2017), Dialogue and Dissent Theory of Change 2.0

children or indigenous peoples). Access to information, independent media, and freedom of expression should be an integral part of any development policy that aims to foster the strength of civil society and increase people's participation to achieve poverty reduction and more equitable societies. That is why FPU/EJC engaged in a strategic partnership with the Dutch Ministry of Foreign Affairs to support media in functioning as change catalysts in their societies.

The strategic partnership with the Ministry of Foreign Affairs is not only based on funding but also on the Ministry's supportive actions in the following domains:

- Multilateral level: joint advocacy for media freedom and access to information rights
- Bilateral level: raising violations of press freedom with their counterparts
- National level: promoting coherence within the Dutch government with regard to press freedom, freedom of expression and access to information
- Strategic partnership: exchanging information systematically, including regular joint meetings

## CONTEXT

Multiple impediments exist in the countries where we work. Government and non-state actors hostile to press freedom do not allow an effective civil society to flourish. Often the regulatory framework is absent and impunity for violence against journalists is rampant. Worldwide press freedom has declined for the past 10 years. Freedom House concludes that attacks on journalists, impediments to foreign media covering conflict and the clamp down on Internet-based freedom prevent media from playing its enabling role. Also, ownership of media institutions has become a big challenge. In many countries, governments exercise control over content through direct media ownership or through business conglomerates not serving the public. Lack of both professional training for media managers and access to new technologies makes a professional, sustainable media landscape impossible. This has eroded the public service orientation of media.

## THE NO NEWS IS BAD NEWS PROGRAMME

No News is Bad News (NNIBN) is a 5-year strategic partnership with the Dutch Ministry of Foreign Affairs, running from 2016 to 2020. FPU/EJC work with 53 partner organisations in 17 countries (see Figure 1 and Appendix 1). The countries were selected on the basis of the potential for influencing the media landscape through policy change and advocacy. The partners include media development organisations, media training centres, media outlets, press freedom advocacy organisations, press unions, and media monitoring & research organisations.

FIGURE 1: MAP OF COUNTRIES INCLUDED IN THE NO NEWS IS BAD NEWS PROGRAMME 2016-2018





The development of a theory of change was a pre-condition for award of a strategic partnership tender for Dutch civil society organisations. The general objective of the Ministry was to ask the civil society organisations how they could contribute to inclusive peaceful societies. FPU/EJC developed a theory of change on how media and journalists can contribute to this objective (See Appendix 2). This led to the NNIBN application. The long-term objective of the programme is: *Media and journalists, as independent players in civil society, constitute a diverse and professional information landscape and function as catalysts for change.* The mid-term review is structured around the three Intermediate Outcomes (IO) of the theory of change:

- IO1: An enabling environment is established, conducive to freedom of expression, pluralism and diversity
- IO2: Media serve the interests of the public and act as a watchdog on their behalf
- IO3: Journalists and media actors work professionally and are effective and sustainable

#### IO1: STRATEGY TO IMPROVE THE ENABLING ENVIRONMENT

FPU/EJC foster the independence of media and journalists by strengthening the legal environment and regulatory framework, and by supporting the development of highly trained, professional and sustainable media organisations. The strategy is based on the idea that decision makers are not fully aware of international standards and norms for press freedom, and therefore can be persuaded by public pressure through (inter)national advocacy. Trained media professionals are able to monitor press freedom violations and report them. This strategy provides an enabling environment for a free flow of information, public discourse and a multiplicity of voices.

#### IO2: STRATEGY TO IMPROVE THE PUBLIC SERVICE AND WATCHDOG ROLE OF MEDIA (IO2)

Independent media contribute to reducing corruption and increasing domestic accountability, because they investigate any malpractice by power elites and place issues relevant to civil society on the public agenda, raising public scrutiny of national development policies. FPU/EJC's strategy to guarantee the watchdog role of media practitioners is to ensure that they are well connected with civil society. This requires that the media represent the diversity of society within its institutions and content production, with special attention to equal representation of women in the media. Secure and anonymous access to information networks is a fundamental precondition for media and journalists to function as change catalysts. At the audience level, people need to have the capacity to make sense of the vast amount of information, as well as trust in the reliability of that information, needed to make informed choices.

#### IO3: STRATEGY TO IMPROVE PROFESSIONAL, EFFECTIVE AND SUSTAINABLE MEDIA

FPU/EJC's strategy to ensure the use of ethical codes and professional standards by the media is to reinforce the principles of independent journalism. Media can gain public trust with a good complaint mechanism for the audience. The increased use of mobile phones and social media facilitates new connections between media and the public. Technology and audience research can help increase (advertisement) revenues for media outlets. Innovative technologies will increase the ability of audiences to participate in discussions and help journalists protect the free flow of information in a secure environment.

At the start of the NNIBN programme an M&E framework was developed consisting of the theory of change and nine result areas<sup>2</sup> (see Table 1). In all 17 countries workshops were organised to measure the baseline, using tools specifically designed for this purpose<sup>3</sup>. The information gathered in this way was used as the starting point for further programme development, monitoring and reporting. Country programme goals and progress markers (based on the nine result areas) were specified into one or more progress markers. Every three months progress is reported on the progress markers in the 17 countries, and published in IATI. Result areas 1, 4, 7, 8, and 9 are related to the capacity of the partners and of their constituency (media outlets and journalists). The baseline was measured by means of an extensive self-assessment by all partners. This assessment was repeated during the mid-term review. One result area that was not systematically measured during the baseline and midline was 9a. This will be assessed the coming months.

TABLE 1: RESULT AREAS

1. Partner organisations support and defend the enabling environment for media as a condition for policy change and advocacy
2. Partner organisations advocate actively for journalist safety
3. Relevant policy makers and legislators establish legal and regulatory frameworks
4. Partner organisations and CSOs relate strategically to achieve common goals in policy change and advocacy
5. Journalists hold power-holders to account
6. a) Journalists are accountable to their public and address and investigate relevant themes and topics b) Journalists produce and transmit content that is gender-sensitive, inclusive, reflects social & cultural diversity and facilitates participation
7. Partner organisations use the skills to work as change catalysts in policy change and advocacy
8. Partner organisations operate as efficient and self-sustaining organisations
9. a) Partner organisations deal effectively with safety and security threats (physical, digital, psycho-social, legal) b) Partner organisations implement policies and actions to foster gender equality in their organisations

## OBJECTIVES, SCOPE AND LIMITATIONS OF THE MID-TERM REVIEW

The joint FPU/EJC mid-term review had the following learning questions:

- a. What is the progress of the NNIBN programme compared to the baseline?
- b. What are good practices and recommendations for strategic themes: gender, safety, accountability, and sustainability?
- c. What was the role of FPU and EJC?
- d. Considering current global trends: are we on the right track?
- e. Does the theory of change of NNIBN need to be adjusted on the basis of new evidence?
- f. What should be our research agenda the coming years?

The scope of the mid-term review is limited to a selection of country programmes. We partly included the international programme activities where they influenced the results of the country programmes. The limitations of the review are firstly related to the fact that it is an internal evaluation, which causes various biases. We tried to counter this limitation by: (a) triangulating our findings using different research methods; (b) involving 20 students to validate our theory of change against external evidence; and (c) inviting external experts to review the final report. Secondly, our research methods (described in the methodology

<sup>2</sup> Also called “core indicators” or “indicator fields”, but this is confusing since the real indicators are the progress markers.

<sup>3</sup> In 82% of the countries the baseline workshop was realised in 2016; the others were done in the first quarter of 2017.

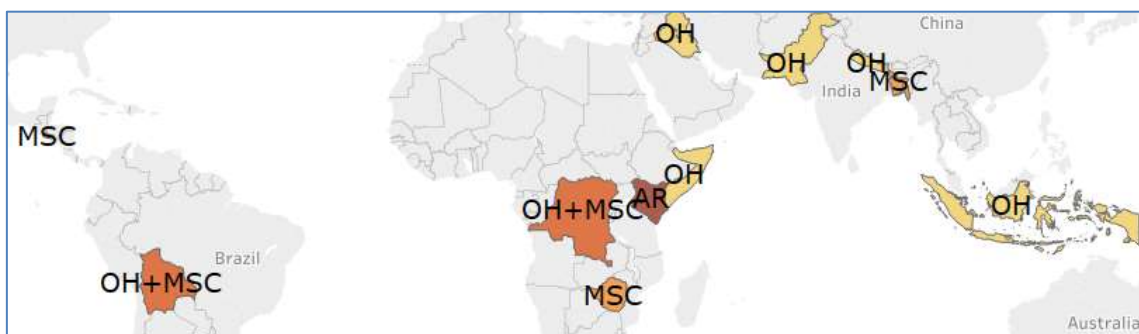
chapter below) had inherent limitations to their reliability. Outcome Harvesting was based on recall of our partners; we asked them to recall observations that they made more than a year ago. Most Significant Change was based on testimonies of beneficiaries that were usually not cross-checked. The partner capacity assessment was a self-assessment, relying on self-perception and honesty. However, we believe that by comparing the results across countries, in combination with the literature review, we were able to come up with valuable insights about the effectiveness of the intervention strategies. These will be further validated in the coming two years of the NNIBN programme.

## METHODOLOGY

For the mid-term review we used the following mixed methods and sources of information to determine progress against the baseline (overviews in Table 1 and Figure 3):

- **Progress Reports:** We analysed baseline reports, partner reports, annual donor reports and updates in IATI.
- **Outcome Harvesting (OH)** in seven countries. Outcome Harvesting is a six-step methodology for monitoring or evaluation of intended and unintended outcomes, based on a participative approach (Wilson-Grau & Britt, 2012). In the period October-December 2017 FPU facilitated OH pilot workshop in Somalia and Pakistan. In 2018 FPU facilitated OH workshops in DR Congo, Nepal, Indonesia and Iraq. EJC facilitated an OH workshop in Bolivia in 2018.
- **Most Significant Change (MSC)** in five countries. We used MSC (Davies & Dart, 2005) as a methodology to collect and analyse individual impact stories by interviewing journalists and other staff from media outlets. In the period 2016-2018 we did MSC evaluations in DR Congo, Zimbabwe, Bolivia, El Salvador and Bangladesh.
- **Audience research.** EJC commissioned an extensive audience research for the Top Story project in Kenya.
- **Literature review.** We collected internal and external evidence around the ToC of NNIBN. Students from the Erasmus University Rotterdam did literature and field research in the period February-August 2018.
- **Partner capacity assessments.** We repeated the baseline partner capacity survey to measure progress against the baseline. This survey was a self-assessment and consisted of 64 questions.
- **Validation and presentation of findings.** The resulting report is shared with the donor and with an external reference group. In February 2019 the report will be presented to all partners during a global partner meeting.

FIGURE 2: MAP OF METHODS USED PER COUNTRY



OH=Outcome Harvesting MSC=Most Significant Change AR=Audience Research

The extensive review of the programme resulted in an overview of effective intervention strategies within the overall strategic framework. In total 39 intervention strategies were reviewed on the basis of 247 outcomes and 107 impact stories. These were then mapped on the theory of change of NNIBN and discussed internally, which, in combination with literature research, led to the adaptation of the theory of change. Remaining knowledge gaps resulted in a research agenda for the coming two years.

TABLE 1: OVERVIEW OF METHODOLOGY

	No of countries:	No of partners:	Results:
<b>NNIBN:</b>	19	53	-
<b>Outcome Harvesting:</b>	7	26	247 outcomes harvested
<b>Most Significant Change:</b>	5	5	108 stories/people interviewed
<b>Audience research</b>	1	1	1,000 people (age 15+) interviewed
<b>Partner survey:</b>	13	25	Progress on 64 indicators
<b>Literature review:</b>			40 documents reviewed

## ENABLING ENVIRONMENT FOR INDEPENDENT MEDIA

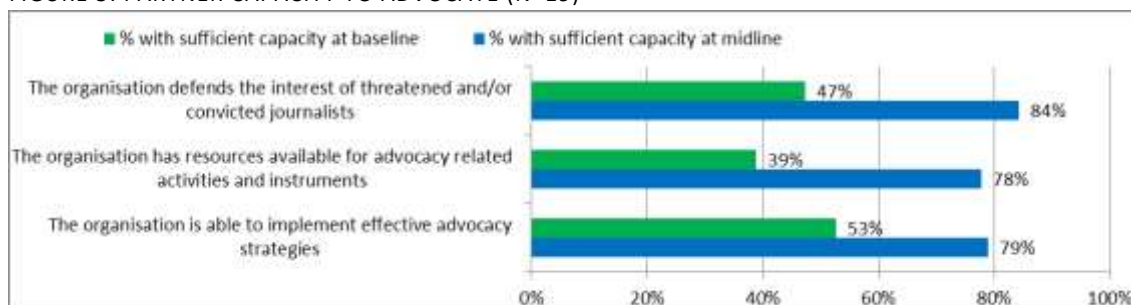
The first Intermediate Outcome of the NNIBN programme is to contribute to an enabling environment for medium- and small-scale independent media outlets. The environment is enabling if it is conducive to freedom of expression, pluralism, and diversity. For the purpose of this review we used the three dimensions as used by Freedom House<sup>4</sup>: legal environment, political environment, and economic environment. We evaluated the intervention strategies per dimension. Since the NNIBN programme is implemented together with partner organisations, the first section is about the capacity of the partner organisations to influence the enabling environment. Capacity building has enabled several partners to influence the media landscape in their countries, which is explained in the following sections.

### PARTNER CAPACITY TO INFLUENCE THE ENABLING ENVIRONMENT

FPU/EJC focussed on capacity building of media development organisations to advocate for press freedom, monitor and report on press freedom violations, and advocate for access to information. The partner capacity assessment shows that by mid-2018, most partners have increased their policy change and advocacy capacity compared to the baseline, and around 80% of the partners are now able to implement effective advocacy strategies (see

Figure 3).

FIGURE 3: PARTNER CAPACITY TO ADVOCATE (N=19)

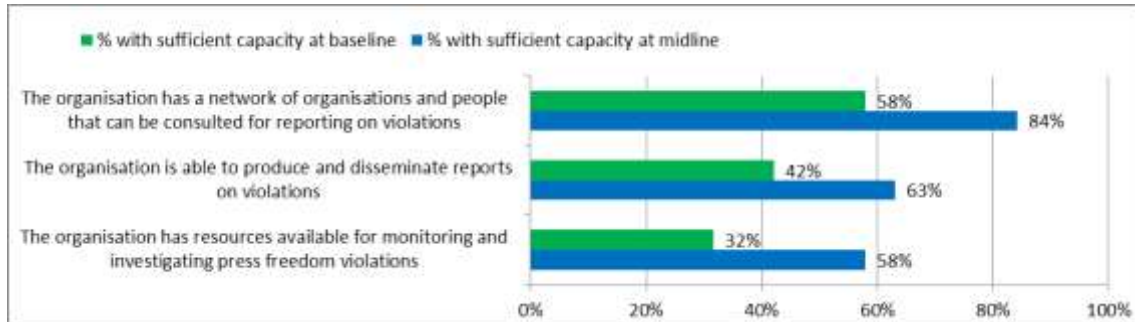


<sup>4</sup> <https://freedomhouse.org/report/freedom-press-2017-methodology>

The capacity to monitor and report on press freedom violations is a bit lower but has also increased (see

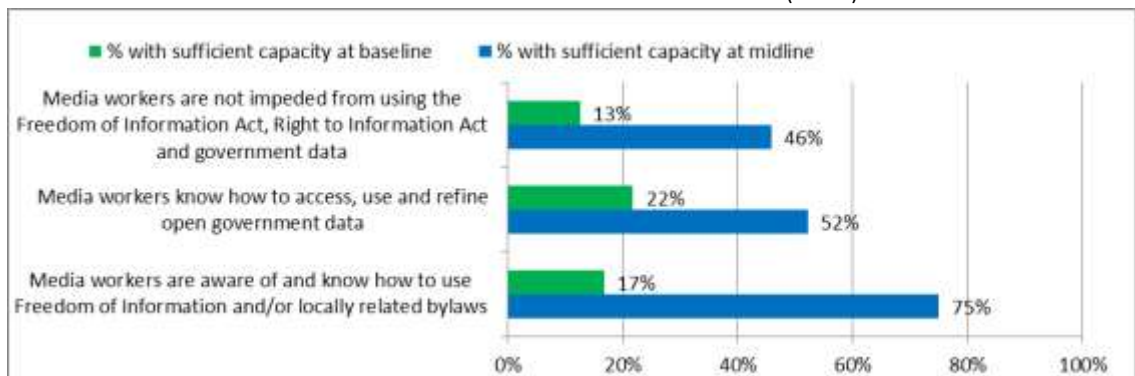
Figure 4). The midline shows that now 63% of the partners are monitoring violations. As a result of the NNIBN programme, the availability of resources to do this has increased from 32% to 58%.

FIGURE 4: PARTNER CAPACITY TO MONITOR AND REPORT VIOLATIONS (N=19)



The right to information is an integral part of the fundamental human right of Freedom of Expression. Once this right is secured through the legislative process, it is crucial that journalists understand the national legislation and know how to employ the right to information. The partner capacity survey shows that by mid-2018, 75% knows how to use such legislation but that only 46% is not impeded (see Figure 5). In other words, advocacy for the right to information remains important.

FIGURE 5: CAPACITY TO EMPLOY THE FREEDOM OF INFORMATION ACT (N=24)



## ENABLING LEGAL ENVIRONMENT

The legal environment encompasses laws and regulations that influence media content, and the extent to which they are used in practice to enable or restrict the media’s ability to operate<sup>5</sup>. This includes legal and constitutional guarantees for freedom of expression; security legislation; the penal code and other statutes; penalties for libel and defamation; freedom of information legislation; the independence of the judiciary and official regulatory bodies; registration requirements for both media outlets and journalists; and the ability of journalists’ organisations to operate freely.<sup>6</sup>

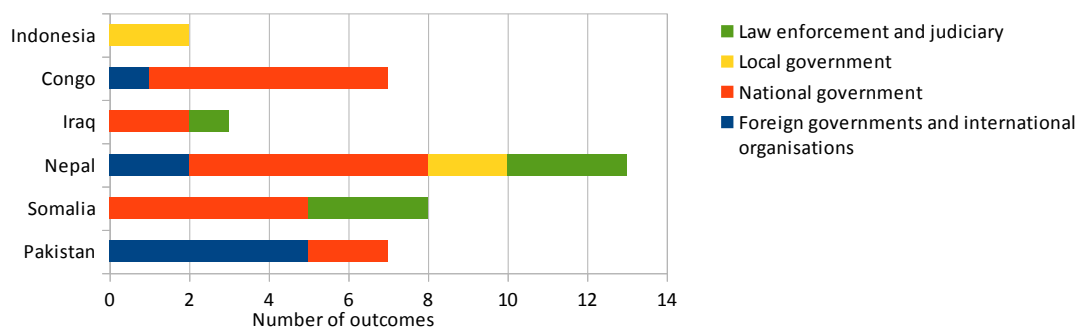
Strategy 1: (Joint) Advocacy for Press Freedom

<sup>5</sup> <https://freedomhouse.org/report/freedom-press-2017-methodology>

<sup>6</sup> <https://freedomhouse.org/report/freedom-press-2017-methodology>

Figure 6 shows the number of outcomes per country that resulted from (joint) advocacy within the NNIBN programme. We harvested most outcomes in Nepal, thanks to the excellent work of FPU’s partner Freedom Forum. Advocacy is likely to be more effective in Nepal compared to repressive countries like DR Congo, Somalia, Iraq, and Pakistan. The actors that were influenced were mostly national governments.

FIGURE 6: NUMBER OF OUTCOMES RELATED TO FREEDOM OF THE PRESS



*Somalia.* In 2009, FPU (then Press Now) brought Somali media actors together in Nairobi. It was the first time they united to formulate a common approach to tackle issues related to the Somali media landscape and enabling environment. The joint declaration was a break-through in the heavily divided media landscape<sup>7</sup>. In 2016 FPU decided to also involve other (non-media) CSOs in the NNIBN programme. On October 16th, 2017, 20 media and five CSOs agreed in Mogadishu for the first time on a common approach for the negotiations with the Federal Somali government, with regards to the amendment of the new Federal Somali media law. Since then, 10 selected members from this coalition are negotiating with the Parliamentary Committee on Media and Telecommunication towards the amendment of Media Law<sup>8</sup>. Joint advocacy by this coalition proves to be very successful. In only three months’ time 70% of intended changes with regards to the Media Law were achieved and 14 provisions out of 18 had been agreed on by Government of Somalia. The Minister of Constitutional Affairs of Somalia has stopped public attacks against the media. In Somaliland the 2004 Press Law is the main regulation that governs the press. Currently FPU’s partner SOLJA, in cooperation with the Ministry of Information and CSOs, is working to amend this law, which is expected to be passed by the end of 2018<sup>9</sup>. In the state of Puntland, FPU’s partner MAP together with the regional government established a media council at the beginning of 2018. Other successes that are related to collaboration include a first-ever meeting with judges and an attorney general to illegal detentions, and a joint declaration on the safety of journalists by judges and journalists in Puntland.

*Pakistan.* National advocacy efforts by FPU, UNESCO and FPU’s partners are centred on ending impunity and improving journalist safety, mainly by combating the blasphemy laws and cyber-crime laws. Outcome Harvesting with FPU’s partners showed a success of joint advocacy at the level of the Parliament. Advocacy was aimed at the rejection of a draft bill on the safety of

<sup>7</sup>[https://www.hiiraan.com/news2/2009/dec/somali\\_journalists\\_launch\\_action\\_plan\\_to\\_counter\\_the\\_oppression\\_of\\_the\\_media.aspx](https://www.hiiraan.com/news2/2009/dec/somali_journalists_launch_action_plan_to_counter_the_oppression_of_the_media.aspx)

<sup>8</sup> The 2012 Somalia constitution introduced a media law, but the law is inadequate and is not implemented and used. More often than not the penal code is used to charge journalists. A draft amended media law was approved by the Council of Ministers on 13 July 2017. The draft contains some positive provisions, but overall is quite control-oriented.

<sup>9</sup> <https://medialandscapes.org/country/somalia/policies/media-legislation>

journalists proposed by the government, which did not incorporate enough of the UN recommendations and did not ensure safety of journalists. Partner PPF was the first to speak out against the draft bill. Partner B4A submitted a report to the General Assembly that was critical of the bill. FPU cooperated with UNESCO country offices in Pakistan, bringing key actors together to work on solutions. As a result, a subcommittee will draft another bill together with stakeholders from civil society.

#### STRATEGY 2: PUBLIC EVENTS ON 3 MAY AND 2 NOVEMBER

The aim of this strategy is to raise awareness on Press Freedom through public events on 3 May (Press Freedom Day) and 2 November (International Day to End Impunity for Crimes against Journalists).

*Iraq.* On 3 May 2017, FPU, UNESCO and the International Federation of Journalism organised an event in Baghdad on journalist safety and impunity. Representatives from the government, media actors and other CSOs discussed how to work together to break the silence around crimes against journalists. Millions of Iraqis were able to follow the event live via eight TV channels. Sensitive to so much media attention, in that same month the Ministry of the Interior published statistics on the number of journalists murdered and submitted its first report on the killing of journalists and their subsequent investigations to the DG of UNESCO. It was finally brought to light that since 2006 – according to the Ministry – at least 125 journalists were killed in Iraq. FPU worked on bridging both sides of the divide and built on its relationship with UNESCO/IPDC (see Box 1).

##### Box 1: Collaboration with UNESCO in Iraq

FPU has engaged in strategic cooperation with UNESCO in Iraq. A coalition of local Iraqi CSOs on safety of journalists and combating a culture of impunity has been established, with a workshop taking place in early 2018 to draft the coalition's ethical code. FPU is co-organising and supporting this process in order for the coalition to be formally included in the government's monitoring and reporting mechanism on safety of journalists and the issue of impunity. This includes co-organising and providing financial support for workshops, meetings, and 2 November and 3 May events.

*DR Congo.* FPU stimulated a media alliance called *Dynamique 27/5* to start joint advocacy for Press Freedom. The alliance consists of the CEOs of media organisations, the experts of the Congolese media sector as well as the representatives of the Superior Council of Audio-visuals and Communication (CSAC). As a result, the alliance organised International Press Freedom Day in 2017 together and lobbied for Press Freedom on other occasions. FPU also supported partner JED to organise the 3 May event. Authorities and diplomats participated in both events. Next to awareness-raising, these events have had an additional benefit for JED, which was increased visibility. The availability of caps, banners, and billboards also contributed to this.

#### STRATEGY 3: JOINT ADVOCACY THROUGH THE UNIVERSAL PERIODIC REVIEW

*Pakistan.* FPU's partner PPF developed alternative reports for both the Universal Periodic Review (UPR) report and the Covenant on Civil and Political Rights (CCPR) report, after encouragement by the Dutch Embassy. During the CCPR review (by the UN Human Rights Committee) experts quoted the figures and examples from the PPF report and made recommendations based on PPF's recommendations. The Embassy of Canada also included



PPF's recommendations<sup>10</sup> and the Embassy of Sweden is monitoring and stimulating the government of Pakistan to follow up on them.

#### STRATEGY 4: LEGAL SUPPORT FOR JOURNALISTS

*Nepal.* FPU's partner Freedom Forum assists journalists against attacks by the police through a legal help desk if they face immediate problems, are fined or detained. Based on journalists' requests, a legal officer investigates the case and, when validated, pressures the authorities to make them aware that they are violating the Freedom of Expression law. This pressure resulted in one journalist being released on bail and the prevention of censorship at a news portal in 2017.

### ENABLING POLITICAL ENVIRONMENT

The political environment is related to the political influence in the content of news media. Issues include the editorial independence of both state-owned and privately-owned outlets; access to information and sources; official censorship and self-censorship; the vibrancy of the media and the diversity of news available; the ability of both foreign and local reporters to cover the news in person without obstacles or harassment; and reprisals against journalists or bloggers by the state or other actors, including arbitrary detention, violent assaults, and other forms of intimidation.<sup>11</sup>

#### STRATEGY 5: MEDIA CONTENT ON ISSUES RELATED TO PRESS FREEDOM

*Bolivia.* EJC's partner APLP Radio aims to discuss press freedom issues in a non-partisan way. APLP Radio Online actively defended the 1925 Bolivian Print Law and helped galvanise national members in their advocacy to stop the revision to the national penal code that would have penalised journalists found guilty of slander with jail time. APLP's weekly talk show *Ágora* regularly features discussions around issues of journalism safety. APLP Radio also broadcasts via FB Live, averaging 80,000 viewers/month and 10-15,000 digital listeners per show.

*International.* In 2017 EJC established *Press Released*, a platform and commentary series, in partnership with non-profit editorial service Project Syndicate to stimulate debate and heighten awareness around the global challenges confronting media and journalists. As an international advocacy effort, the series is available to Project Syndicate's 500+ member media outlets for publication, and promoted via social media. In 2017, 17 *Press Released* commentaries were published 402 times. *Press Released* editorials are timed to 'amplify' the Press Freedom Day and Impunity Day messages. FPU Director Leon Willems wrote contributions 2 Nov 2017 and for 3 May 2018: [Publicizing the Plight of Journalists](#) and [How Press Freedom Is Won](#). Beyond their reach via traditional media outlets, Willems's commentaries were shared and tweeted by a variety of influencers both within and outside of the media field.<sup>12</sup>

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<sup>10</sup>[http://international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/human\\_rights-droits\\_homme/upr-epu/pakistan.aspx?lang=eng](http://international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/upr-epu/pakistan.aspx?lang=eng)

<sup>11</sup> <https://freedomhouse.org/report/freedom-press-2017-methodology>

<sup>12</sup> The commentaries by Leon Willems were shared by Don Curren, a writer and editor who worked at the Wall Street Journal, Dow Jones, and Reuters; Courtney Radsch, advocacy director at the Committee to Protect Journalists; Tahseen, a journalist and blogger at the Iraqi Network for Social Media; Tara Nath Dahal, a journalist and right to information expert who is Chief Executive Officer of the Freedom Forum Nepal; Hamadou Tidiane, Director of the journalism school Ejicom and founder of *Ouestaf News* in Senegal; Anna Masera, an editor at *La Stampa* in Italy; Frances Harrison, an ex-BBC correspondent and author; and Behrouz Turani, an Iranian-British



## STRATEGY 6: MONITORING OF VIOLATIONS AGAINST JOURNALISTS

In DR Congo and Nepal partners are monitoring attacks against journalist and publish an annual report, which is presented to the national authorities. In Nepal this report was well received, but in DR Congo it led to a security incidence. This is explained below.

*Nepal.* Freedom Forum set up a decentralised provincial network of seven stringers (freelance journalists working in seven different provinces) who are monitoring and verifying incidents of violations against journalists. The stringers received an orientation workshop in order to validate incidents in an evidence-based manner. Through the contributions of this stringer network Freedom Forum is able to produce its Annual Press Freedom Report about impunity and violence against journalists. In 2017, based on this report, the UNESCO director-general wrote a letter to the Nepalese government, in which she requested the government to immediately address the impunity. Also based on this report, the Deputy Attorney General Sanjib Regmi urged to bring cases of impunity from 1996-2016 to the court. The US Department of State quoted Freedom Forum's report in their Nepal 2016 Human Rights Report. As a result of the report and the advocacy, the CIEDP (Commission on Investigation of Enforced Disappeared Persons) took faster action to investigate the case of Journalist Dhan Bahadur Rokaya Magar (September 2017). Families have now started to contact Freedom Forum directly with their cases.

*DR Congo.* The JED 2017 report (*Journaliste en Danger, 2017*) on safety of journalists got a lot of media attention in the national and international press. However, the report incited the fury of the officials who are named in the report as the hangmen of the press. Following the presentation ceremony of the report on November 2, 2017, the Secretary General of JED received many threats and harassments.

*Indonesia.* FPU's partners PPMN, the Press Council and AJI conducted the first Indonesia Press Freedom Index. After the index was published, PPMN and AJI lobbied intensively at the level of the National Planning Commission and the President's Administration to include the press freedom indicators in the development plans of 24 provinces, to which they agreed. This is the first-time press freedom will be considered a criteria in the plans of these provinces. Additionally, findings and recommendations of the index were used by Amnesty International, Human Rights Watch and others in the UPR submissions for Indonesia (May 2017).

## STRATEGY 7: ADVOCACY TO RELEASE JOURNALISTS FROM CUSTODY OR PRISON

*Nepal.* FPU's partner Freedom Forum organises events where police, local officials and journalists in various provinces talk together about the safety threats and impunity that journalists are facing. The new provincial network of stringers (described above) makes it easier to approach police in remote districts. Freedom Forum also published a study regarding the actual reasons of detained journalists in Kathmandu, Kanchanpur, and Gorkha. They kept up a constant query over the phone and conducted visits to police stations regarding Freedom

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media historian and author. In addition, The Global Investigative Journalism Network shared Willems' commentaries with their vast network. His pieces were also shared by organisations and people in other fields, including the European Endowment for Democracy and the Embassy of the Kingdom of the Netherlands in China, showing the importance of Willems' messages to those active in field, decision makers, and average readers alike. A professor of law at Baruch College, Jay Weiser, shared these commentaries with his students. On PS' Facebook page alone, these commentaries led to nearly 100 actions (likes and comments).

of Expression violations. As a result, the police so far released around 15 journalists who were accused of an anti-election campaign.

*Congo:* Since April 2017 FPU's partner JED publishes regular 'Alerts' and 'Communiqués' about violence against journalists or when they journalists are held in custody. In combination with telephone calls, JED puts pressure on the authorities to do justice. The contribution to the release of journalists has so far been difficult to assess. In the period April 2017- August 2018, 27 alerts and 15 communiqués were released.

#### STRATEGY 8: ADVOCACY FOR ACCESS TO INFORMATION

*Nepal.* The government in Nepal often fails to respect the 2007 Right to Information (RTI) Act<sup>13</sup>. FPU's partner Freedom Forum lobbied at the level of the National Information Commission (NIC) and approached 753 local districts to talk with the information officers. Freedom Forum also developed an RTI app (see Box 2). As a result, the Chief Information Commissioner of the NIC called upon local districts officials to act upon RTI regulations.

##### Box 2: RTI App

With support from FPU, Freedom Forum developed an RTI app (RTI Nepal, available on Google Play) to inform local officials as well as journalists who do not have sufficient knowledge of the relevant procedures and rules of the RTI Act. The Android app is an integrated package on several dimensions of RTI - from principles to practice. The key features include the basics of RTI, guide to practical use of RTI, common templates of RTI requests writing, complaints to the chief of public agencies and appeals to the National Information Commission. It also comprises access to RTI laws, rules, RTI related publications, news updates, and success stories/case studies. One can seek and share the expert advices and circulate his/her own experiences among other users through a common discussion forum.

#### STRATEGY 9: PRESS CARDS

*Somaliland.* FPU's partner SOLJA in Somaliland successfully lobbied for press cards and, in January 2017, was mandated by the Ministry of Information in Somaliland to issue them. SOLJA first implemented a registration policy and training for the accreditation of journalists on basic journalism (including ethics), investigative journalism, and human rights. The SOLJA Board of Directors approved a registration policy with eligibility criteria for journalists to be provided with a press card<sup>14</sup>. Since April 2017, 514 journalists (82%, 18% female) have received a press card and approach government institutions to have access to information.

*DR Congo.* FPU's partner UNPC first registered all professional journalists in a database and, since January 2018, issues press cards against a fee of USD 50. This card was already instituted by law and used to be issued by the security services, which did not have a proper register of professional journalists. UNPC sensitises the journalists, the embassies and the authorities about the importance of the card.

#### STRATEGY 10: ASSISTANCE TO JOURNALISTS IN NEED

*Bolivia.* APLP and EJC support Bolivian journalists being attacked by the government to temporarily leave the country or live in one of APLPs many safe houses in La Paz. Legal support is paid and public press conferences around the cases are organised. In one case this public spectacle stopped the police from arresting a journalist. APLP's lawyers then got the sedition charge dropped to a civil charge, which was then defended through Bolivia's Print Law that

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<sup>13</sup> <https://freedomhouse.org/report/freedom-press/2015/nepal>

<sup>14</sup> IMS provided some equipment and assisted with database development for Press Cards.

protects the freedom of the press. Another example of support is when a female journalist, also critical of the government, was going to be blocked entrance to her studio by Morales's security police. APLP members together with women's groups protested in front of the Governor's property, breaking through the police lines so that the journalist could enter her radio studio. This happened three times in 2017.

*DR Congo.* One outcome harvested in Congo included the positive contribution of FPU's emergency fund 'Reporters Respond' to assist a journalist who countered severe harassment by the national authorities. FPU launched Reporters Respond to help assaulted journalists continue their work. This international emergency fund provides direct assistance to journalists and media outlets, enabling them to resume work as quickly as possible when faced with obstruction. The fund provides media workers with one-time grants to cover costs, varying from legal costs to costs for replacing their damaged equipment.

## **ENABLING ECONOMIC ENVIRONMENT**

The economic environment for the media includes the structure of media ownership; transparency and concentration of ownership; the costs of establishing media as well as any impediments to news production and distribution; the selective withholding of advertising or subsidies by the state or other actors; the impact of corruption and bribery on content; and the extent to which the economic situation in a country or territory affects the development and sustainability of the media.<sup>15</sup> Literature research revealed that securing the independence of media from vested economic and political interest should be a guiding principle of government reform to ensure effective democratisation (Drefs & Thomass, 2017). Petrova shows that advertising revenues allow newspapers to be independent (Petrova, 2011). The World Bank highlights that the advertising market and the international donor community are essential for a financially independent and sustainable media landscape (World Bank Group, 2017).

### **STRATEGY 11: ADVOCACY FOR THE SUSTAINABILITY OF COMMUNITY RADIOS**

*Bangladesh.* In December 2017, the Bengali Ministry of Information ratified a new law allowing community radio stations to sell 10% of their broadcasting time for advertisement (usually about two hours per day). FPU and partner BNNRC had been advocating for advertising broadcasting time, and this success was a step towards increased financial independence for the community radios. The law also makes room for the creation of more community radio stations in media dark areas and the possibility of hiring more staff that are currently volunteers.

*Bolivia.* EJC's partner APLP successfully lobbied at the level of the Bolivian parliament via supportive MPs to establish an independent government agency that fairly distributes government media advertising spending to all Bolivian media.

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<sup>15</sup> <https://freedomhouse.org/report/freedom-press-2017-methodology>

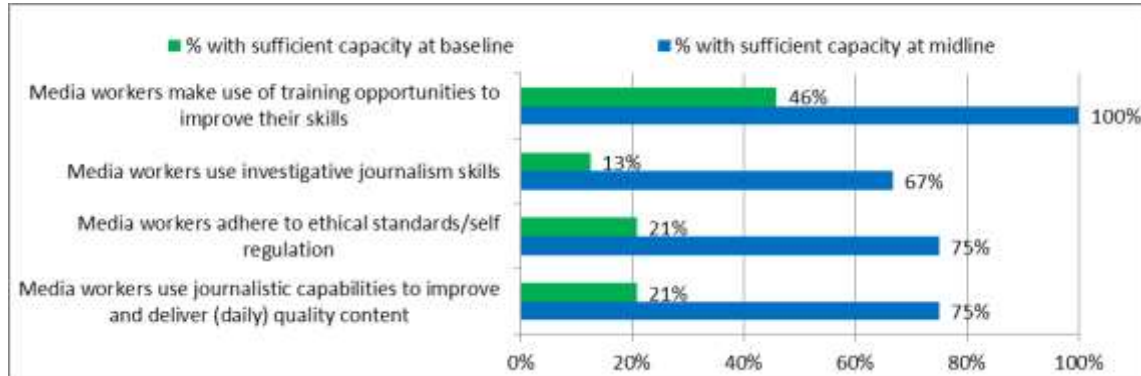
# MEDIA SERVE THE INTERESTS OF THE PUBLIC AND ACT AS A WATCHDOG ON THEIR BEHALF

The second Intermediate Outcome of the theory of change refers to the civic function of the media. Journalists need to be critical of power holders and work on behalf of the interest of the public. Important to note here is that we mean ‘the public’ in the pluralistic sense of the word: serving the interests of the public implies representing the perspectives and issues of all groups in society, including marginalised or otherwise under-represented groups. Independent media contribute to reducing corruption and increasing domestic accountability when they investigate any malpractice by power elites and place issues relevant to citizens on the agenda to raise public scrutiny and contribute to democratic dialogue. “An independent, investigative media creates higher expectations regarding transparency and disclosure of potential conflicts of interest.” (Halperin, Siegle, & Weinstein, 2010). Since the NNIBN programme includes training of journalists, the first section is about the ability of journalists to serve the interests of the public and act as a watchdog. Capacity building has enabled journalists influence society and governance in their countries, which is explained in the following sections.

## CAPACITY OF JOURNALISTS TO DELIVER QUALITY CONTENT

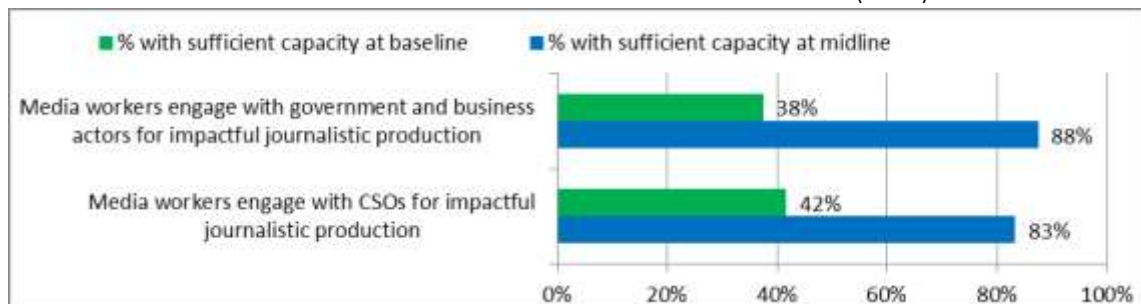
The partner capacity survey shows that the capacity of journalists to use investigative journalist skills as well as ethical standards has increased from around 20% at baseline to around 70% at by mid-2018. This is the result of training and fellowships given as part of the NNIBN programme.

FIGURE 7: THE CAPACITY OF JOURNALISTS TO DELIVER QUALITY CONTENT (N=24)



Most journalists have also increased their capacity to cooperate with key actors (see Figure 8), which is essential for investigative journalism and inclusive media content.

FIGURE 8: THE CAPACITY OF JOURNALISTS TO COOPERATE WITH KEY ACTORS (N=24)



## STRATEGY 12: TRAINING OF JOURNALISTS IN INVESTIGATIVE JOURNALISM

Within the NNIBN programme so far 3,612 journalists have been trained, of whom 30% are female.

# 3612

**Journalists trained**  
**30% female**

*Indonesia.* FPU's partner PPMN organised a fellowship with a focus on investigative journalism. Efforts were made to increase the participation of female journalists in the investigative journalism fellowship by asking Editors in Chief to allow more female journalists to participate, and by involving female resource persons in every journalistic panel roadshow. In the end this strategy did not result in more female participants in the fellowship. It was concluded that a different approach needs to be found aiming at reducing the barriers for women to participate.

*DR Congo.* FPU's partners FRPC and UCOFEM collaborated to organise training on investigative and gender-sensitive reporting and information technology in four cities (Kananga, Kisangani, Mbandaka, and Boma) to more than 80 media professionals, of which 90% were women. This led to increased quality of the information disseminated by the trained journalists. They also organised three technical journalism training for female journalists in Mbuji Mayi, Lubumbashi and Kikwit in 2017. After this training, the female journalists in were no longer dependent on male technicians for the collection, processing and dissemination of information.

FPU's partner CORACON developed a basic journalism and information verification training module and trained community radio journalists around the country. Since these radios cover areas of conflict, increased rigor in the treatment of information is necessary in order to not rely on rumours and exacerbate situations. As a result, reporters from the Tanya, Zembra, and Peacock community radio stations of the North Kivu province integrated an information verification tool as part of their daily work.

*Bangladesh.* A three-month community radio fellowship programme for journalists (mostly female) from the Dalit caste ('untouchables') has been set up by FPU's partner BNNRC to train young women to produce stories about women and children, marginalised groups (mainly the Dalit community) and social service delivery by the government. Through this fellowship, more content is being produced by the local community radios about issues facing women and children from marginalised communities, and they become better informed about their rights. See Box 3 for the most significant change story.

### Box 3: Despite Numerous Obstacles, Subroto of Dalit Community Is Moving Forward

"In 2012 I was already listening to Radio Borendro where I heard of the Fellowship programme but it was only for women. Then I participated in the 6th batch for three months in 2017. A local trainer came to the station for our orientation and an alumni female fellow was my mentor who provided regular training and guidance, especially on feature writing. I got recognition for a feature I wrote on a disabled boy with no hands who became the captain of a cricket team. Now I am a permanent voice reporter and presenter for Radio Borendro and I make my own programmes – local officials even know who I am. The most important change for me is that being from this poor disadvantaged Dalit community, I can now provide a voice about our issues to the higher classes and those who have power and can influence others. You have to realise that as a Dalit, if we want an education we have to stay at other people's houses as there is no education in our community. I was lucky that I stayed with a journalist during my studies; I did groceries and worked for this journalist in exchange for food and shelter. My father met this man when he was writing a story about our Dalit community and so he approached him to ask if I could stay with him. He [the journalist] taught me some things about journalism too. So, from a young age, I have been in this Dalit community. I know what issues we have and what rights we are not claiming. For example, fishermen in my community are not claiming their old-age benefits [pension]."

During the fellowship, I wrote a feature on them and got a total of six fishermen their benefits from the government. In my district there are 95 Dalit families and only 1 family, my family, have educated people – me and my sister. Girls are usually given away at a young age of 10 or 11 for marriage to get money to survive. Seeing this, I felt responsible to stop it as the only educated one in my community. My father is one of the leaders in my Dalit community, and even then my sister was being forced into child marriage. But I used my voice to convince my father to stop this so that she could also get an education. And now my sister is even going to participate in this Fellowship programme. I used my voice. The Fellowship helped give me financial support for me and my family and it also help me create a better and stronger network because the name BNNRC was a way to get social recognition, especially as a Dalit. Now, key people know me and know that any issue I have about my community, I can directly go to the influential people.” (Subroto Halder, Reporter/Presenter Radio Borendro, Bangladesh)

#### STRATEGY 13: JOURNALISM CURRICULUM FOR DEGREE AND DIPLOMA LEVELS

*Somalia.* Before 2017, there was no journalism curriculum in either Somalia or Somaliland, one of the root causes that contributed to unprofessional journalism. Media Ink, with the support of FPU, facilitated a process of developing a journalism curriculum for both degree and diploma levels, based on the UNESCO Journalism curriculum manual but adapted to the Somali context. This was done by networking with media experts from Windesheim, Mogadishu and Puntland State University in 2016. Media Ink and FPU organised a consultative meeting for 10 universities (media-actors) to add their input. Between February and March 2017, five out of the 10 universities based in Somali and Somaliland have started using this formal journalism curriculum, which is more than was anticipated.

#### STRATEGY 14: TRAINING AND PROMOTION OF FEMALE PHOTOGRAPHERS

*Iraq.* In 2017 FPU’s partner Metrography trained 10 female photographers in presenting a visually empowering image of Iraqi women. Women in Iraq rarely work as (photo) journalists due to family and cultural restrictions, but also due to the perceived and real dangers of the job. The photos produced by the participants of the training were shown in an exhibition, which was the first exhibition solely for female photographers in Iraq. The initiative gained a lot of media attention: 62 articles, interviews and broadcasts were published on the work of the female photographers. Metrography actively supports these photographers in other ways, forming a female-photojournalists collective and providing further opportunities for work, studies and exhibitions. The organisation also played an important role in contacting the families of the female photojournalists to gain their support. In 2018 the training received many more applications (137 applications, compared to 36 in 2017) from women in the entire country to participate in the training.

#### STRATEGY 15: SUPPORTING JOURNALISTS WITH EQUIPMENT, TOOLS AND RESOURCES

*DR Congo.* An example of equipping media-actors with the necessary resources can be seen at Zembra radio, serving the community of Kantine Aloya village in North Kivu of the Democratic Republic of Congo. The radio had been silenced after a lightning strike and thus CORACON, FPU’s partner, gave the community radio support to cover for their new equipment (mixer, recorder, etc.) in combination with training how to use the equipment.

#### STRATEGY 16: NETWORKING AMONG JOURNALISTS TO PROMOTE GOOD PRACTICES

*Nepal.* FPU’s partner NEFEJ conducted a seminar on professionalism in 2017, inviting participants from journalist organisations (among others Press Chautari, Press Union, and Press Centre). After this seminar, a chief editor and other journalists acknowledged the need for journalists in the sector to work more professionally. In 2017, chief staff and journalists

from the Federation of Nepalese Journalists Pokhara and Avenues TV invited NEFEJ to conduct another similar seminar for their staff.

*Bolivia.* An important unexpected outcome of Fondo Spotlight (see Box 4) was the sense of network-building among grantees. A Spotlight Fund alumni network is now being formed along with a national association of investigative journalists.

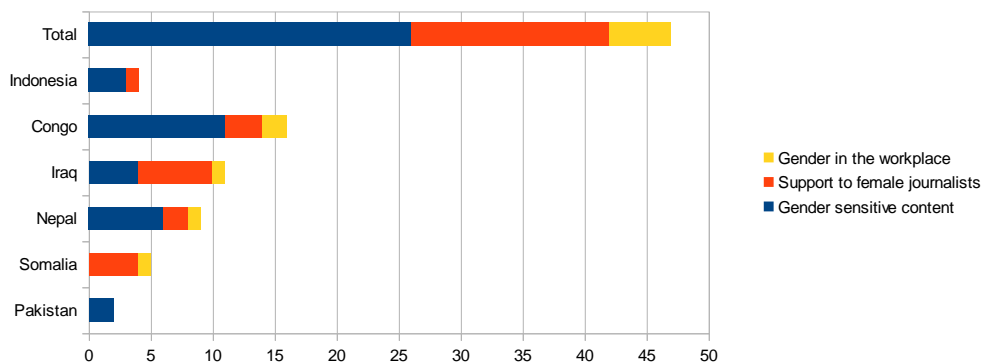
**Box 4: Spotlight Fund**

An important aspect of EJC’s work in Bolivia within the NNIBN programme is to support and improve journalists’ role as civil society watchdogs through the Spotlight Fund (*Fondo Spotlight* in Spanish) for quality investigative journalism reports across all media in Bolivia. Created in 2016, the key aim of the Spotlight Fund’s is to give journalists the resources that would normally not be available to do in-depth, well-researched, sometimes months-long investigative reportages. Its longer-term goal is to also engage media leaders in order to strengthen and create investigative journalistic units within newsrooms and build journalism teams to foster a climate of research cooperation through the production of reports. After being awarded funding the journalists also receive a preparatory ‘boot camp’ workshop and subsequent mentoring by FPP staff. To date, four rounds of Spotlight Fund Grants have been awarded to 39 journalists representing diverse media outlets from seven metropolitan areas in Bolivia. Round 3 had a specific criterion that all submitted journalism projects must focus on issues of gender.

**GENDER EQUALITY THROUGH MEDIA CONTENT**

Figure 9 shows that we harvested 26 outcomes resulting from gender sensitive media content. This is content that promotes a balanced and equal representation of men and women and addresses gender issues. We also harvested 16 outcomes resulting from support to female journalists and five related to gender in the workplace.

FIGURE 9: NUMBER OF OUTCOMES RELATED TO GENDER EQUALITY



**STRATEGY 17: MEDIA PLATFORMS FOR WOMEN**

*Iraq.* In 2015 Bo Peshawa established Takalami; the first online platform for and by Iraqi women, providing a space for women to publish articles and join an online discussion in both Arabic and Kurdish. The website provides a much-needed platform for Iraqi women to share and discuss the issues that matter to them, raising awareness for women’s issues and women’s rights. The website runs mostly with publications by citizen journalists and writers, moderated by a core team of Arabic and Kurdish moderators. Individual women and female journalists contribute stories about their experiences and problems. Some of these have been on very sensitive topics, including sexual reproductive health and female genital mutilation. The Takalami moderator actively reaches out to Iraqi journalists and tells them about the stories shared on the social media and website, which helps to create more attention for these

topics. The following illustrates how it works: Takalami has a trusted relationship with the manager from a female prison (Erbil). Takalami gives a voice to the female prisoners, and inform a large audience about what is going on inside. At some point people, including a lawyer, were spreading rumours that a female prisoner cheated on her husband with four other men. After she heard that these rumours were spread the woman committed suicide. Takalami verified the story and debunked fake rumours about it.

#### STRATEGY 18: MEDIA CONTENT ADDRESSING WOMEN'S RIGHTS AND GENDER EQUALITY

*Bangladesh.* Journalist fellows affiliated with community radio outlets in Bangladesh managed to address and defend the rights of women and Dalits through, for example, preventing numerous child marriages, ensuring Dalit women receive their pensions, or guaranteeing that children with disabilities still receive education stipends.

##### Box 5: News Rappers

In Mali FPU supports an online news and debate show launched in 2016 by Kunafoni.com that uses rap to inform youth and women on current affairs and news. Rap is the favourite musical genre of the youth across Mali. The news programme is called *Kunafoni Rapou* (*Kunafoni* means 'information' in local Bambara language, and *Rapou* means 'rap') and *Kunafoni Nisondia* is a current affairs debate show, fronted by comedians. The show's content is presented by young people who express themselves through their texts with background music. Subjects are diverse and serious; immigration, women's and girls' rights, election delays or water wastage. For an impression of Kunafoni Rapou, see [https://www.youtube.com/watch?time\\_continue=1&v=TH4fpqBMOp4](https://www.youtube.com/watch?time_continue=1&v=TH4fpqBMOp4)

*DR Congo.* FPU supports AFEM with the production of a weekly radio show *Témoign Spécial*, which focuses on human interest stories told from a gender sensitive angle. Articles are posted on the Mama Radio website related to the topics of the radio shows. AFEM dedicates many episodes of *Témoign Spécial* on issues affecting women. The episode on *The Use of Underage Girls in Households in Bukavu, South Kivu*, in October 2016, allowed girls who were victims of sexual harassment and other injustice to join a local organisation that defends the rights of servants. After an episode broadcast in November 2016 on *The Prison Conditions of Women in the Central Prison of Bukavu*, the prison director took the initiative to improve the conditions in the women's prison. Showers were installed as well as a place to cook.

*Indonesia.* FPU's partner PPMN encourages community radios all over Indonesia to promote gender equity, and strengthens citizen journalists on the themes of gender and children. From October to December 2017, 141 community radios broadcasted one talk show per week on gender equality issues. Listeners from nine provinces responded appreciatively, stating that the talk shows increased their understanding of gender equality.

*Nepal.* In December 2017, media outlets Nagarik, Rajdhani and Annapurna Post (National Dailies) published four in-depth reports about violence against women and girls (VAWG). It was the first time that an in-depth report addressing malpractices on VAWG was published in four national daily newspapers.

*Bolivia.* The third round of Fondo Spotlight supported by EJC (see Box 4 above) was dedicated to gender. Journalists could apply for grants related to investigations into gender rights and gender violence. In total six reportages were developed, of which five by women. As a result, one female reporter, Leonor Flores of Radio Esmeraldo was invited to an event by the Electoral



Tribunal of Chuquisaca to explain the results of her investigation. She was also distinguished by the Municipal Government of Sucre on the international day of women<sup>16</sup>.

#### STRATEGY 19: MONITORING MEDIA CONTENT ON GENDER-SENSITIVITY

*DR Congo.* FPU supports UCOFEM to conduct bi-annual gender media monitoring of the main media outlets in DR Congo. For some media managers and journalists the gender media monitoring report (UCOFEM, 2016) was an incentive to actively look for more female sources in their stories. See Box 6 for the most significant change story.

##### Box 6: A Model to Follow

“The UCOFEM monitoring report opened my eyes and challenged me in my work. Before, I did not understand the issue of gender and the importance of integrating women as a source of information. It was prior to the women’s month (March) in 2010 that I took notice of the monitoring report, which positively changed me. The report interested me as I became aware of a new way of doing my job. Since I have read the report, I told my editorial staff that they should always pay attention to the fact that the female voice is generally discredited. I also understood that I must also be aware of this in my job as a reporter. Since then, I use every opportunity to give space to a woman in my reports. I certainly attribute more time to women nowadays. Obviously this is thanks to the UCOFEM monitoring report, which attested a low rate of participation of the woman as source of information. It’s because of the figures presented that I doubled efforts to give the floor to women in my reports. In reading the monitoring report, I became aware of the exclusion and low participation of women in the media, and it motivated me to look for female resource persons. Very often, when on the ground, I am not guided by the notion of gender. However, I am unconsciously impelled by the content and the interpellation of this report. I feel obliged to integrate an opinion or intervention of a woman in a manifestation so as to have it as source of information. For me, any brilliant intervention of an outstanding woman has more value like that of a man. I now consider that women and men are of equal standing, and that women deserve no favour from others. I even encourage my daughters at home to be like men. I never favour them, but I push them to do better and deserve all that is possible. I appreciate women the same way as men. In my work, I provide women with work challenges so that they can demonstrate their abilities and feel that they are hard-working because I often find that they are haunted by a certain fear of giving their best. The fact that UCOFEM sent us the repertory of women resources [a document with contacts of key women sources to be used by media] has helped me to balance my stories. I recognise that the monitoring report has generated a big change in what I do as a journalist. Since the monitoring report fell on my table, I make women a source of information. I try to balance my stories by giving women and men a voice in the same way, so that no one is left out.” Manager of TOP Congo (male), DR Congo.

*Nepal.* Four times a year FPU’s partner Freedom Forum monitors media content of Nepali newspapers and publishes the reports. The reports are also emailed to the editors to convince them to include female by-lines and sources. Freedom Forum also organises meetings with the media houses to discuss the findings. This differs from DR Congo, where only a plenary presentation is organised. At first, some of the media, like The Himalaya Times, sent an angry letter to Freedom Forum after their publication. Freedom Forum then started a dialogue with the Nepali media outlets. When the media outlets were monitored again, the number of female by-lines improved (including of The Himalaya Times) and several outlets searched actively for female sources for their articles. The editor from Republica, Nayapatrika and Rising Nepal now assign journalists to search for at least 1 female source. One newspaper is taking the extra measure to ensure the safety of its female employees, by bringing them home if they have worked late at night.

*Pakistan.* In Pakistan, gender media monitoring commissioned by FPU (Khan, 2018) showed that of the articles published by three media partners, the percentage of women and

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16 [http://correodelsur.com/local/20180309\\_sin-leyes-locales-para-la-mujer.html](http://correodelsur.com/local/20180309_sin-leyes-locales-para-la-mujer.html)

transgender persons quoted in the news ranged between 38% and 44%, and that 28% of stories were about women. The person who conducted the study, Ms Gulalai Khan, wrote to FPU: “I have been thoroughly impressed with the way these sites report on gender (in the most non-sensational manner) which shows the kind of work that has gone into sensitisation of the management and staff. These sites can serve as a good sample on how gender should be reported on the digital platforms. A lot of commercial websites and blogs in Pakistan that I have come across get into the clickbait syndrome and end up with highly objectionable images and sensational headlines.”

*Mali.* Through media content monitoring of 57 media outlets FPU’s partner Tuwindi concluded that women only represent 12% of the sources in radio news, 23% in television news, 14% in online news, and 17% in newspapers. Only 11% of news items in newspapers and radio were produced and written by women, but 45% of the TV items were produced by women (Tuwindi, 2018). Based on the outcomes of the media monitoring, training for media was organised, and Tuwindi is currently working on a gender label for Mali media, ranking how media perform when it comes to gender equality. This should motivate media to do more for women within the media landscape, as well as increase reporting on women.

#### STRATEGY 20: INCREASED VISIBILITY OF FEMALE EXPERTS AND FEMALE JOURNALISTS

*DR Congo.* FPU’s partner UCOFEM published a database of female experts (FERES) who are willing to act as resource persons for the media, which was distributed to media houses around the country. More than 4,000 women are included in this database.

*Kenya.* EJC supports an expanding network of female journalists in East Africa through the publication of Kenya Interrupted; an online monthly newsletter that showcases their content. It started in cooperation with New York-based ‘Foreign Policy Interrupted’ (now rebranded as Interruptor.com). The newsletter has been distributed through AfricaOnAir’s database of over 1,000 key stakeholders. It has been expanding throughout the East Africa region. The outcomes and impacts have not yet been evaluated.

### **INCLUSIVE MEDIA CONTENT**

By ‘inclusive’ we mean content that addresses issues affecting marginalised, remote or discriminated groups in society, or groups whose political or religious views are different from the mainstream. For a journalist to be able to write inclusive content he/she requires input and access to information from many different sources and areas, including so-called media-dark areas. Being in contact with multiple different groups addresses the common problem of partisanship of media, which especially in (post-) conflict and fragile states tend to be organised along the fractures of society. By supporting independent media to be in contact with groups across these divides, we aim to counterbalance the tendency of partisan media to reinforce divisions and to spread biased information.

#### STRATEGY 21: TRAINING OF AND NETWORKING WITH CITIZEN JOURNALISTS

Citizen journalists are a useful way to gain information from media dark areas or under-represented groups. We have many examples of citizen journalists investigating or bringing up issues, which are then published and/ or further investigated by (supported) media outlets and subsequently generate societal impact.

*Pakistan.* FPU and partners TNN and Pamir Times trained citizen journalists and set up networks in several media dark areas: Southern Punjab, the Makran coast in Baluchistan, and

Tharparkar, the Federally Administrated Tribal Areas (FATA), the remote mountain regions of the Gilgit-Baltistan territory and the Chitral district in the province of Khyber Pakhtunkhwa. The citizen journalists are key to bring up issues that concern the local population in media dark areas.

*Zimbabwe.* In the period 2013-2016 FPU's former partner Mobile Community Zimbabwe (MCZ) provided training and mobile phones to over 150 citizen journalists. An MSC evaluation was done in 2016 (Bednar & Verboom, 2016) to find out what the alumni themselves saw as the most significant change since they participated in the MCZ training. See Box 7 for the most significant change story.

#### Box 7: Voice for the Unheard

"I first got to know about MCZ when our lecturer at NUST was trying to sell us the idea of participating in this project. I was interested in taking part as I knew then, that I was being given an opportunity to give a louder voice to those that were being marginalised by our mainstream media. I am still connected to MCZ as one of the ZWM3 fellows and here and there when they do calls for stories I do contribute. As a student who was still in school with zero experience when it comes to practice, I had no confidence. Also, with the lack of equipment at our school there was no way we could have done it right without the input from MCZ. Now I can safely say that I'm totally a different person from the person I was when I was first trained. I'm now confident enough to approach anyone without fear. Through the use of the skill I have gained from this training I have managed to change the lives of some of the people in my community with the stories I have done about them. One example is the story I did about women in Matopo who are earning a living out of making jam. When this story was published, the MP of that area approached those women and offered them a place where they can work freely and some chickens for them to expand their businesses. This story reflects on how something that some people might want to call simple mobile phone training has changed not only my life but that of the people in my community. This story has made me realise the great opportunity I was given, to give those being marginalised by the mainstream media a voice to speak for and about themselves. There is no way I could have been able to give these people in my community a louder voice, and a platform where they can air out issues affecting them as well as their success stories, if it was not for this training and maybe the phone itself."

Hazel Mrimbiza, 23, female, Zimbabwe.

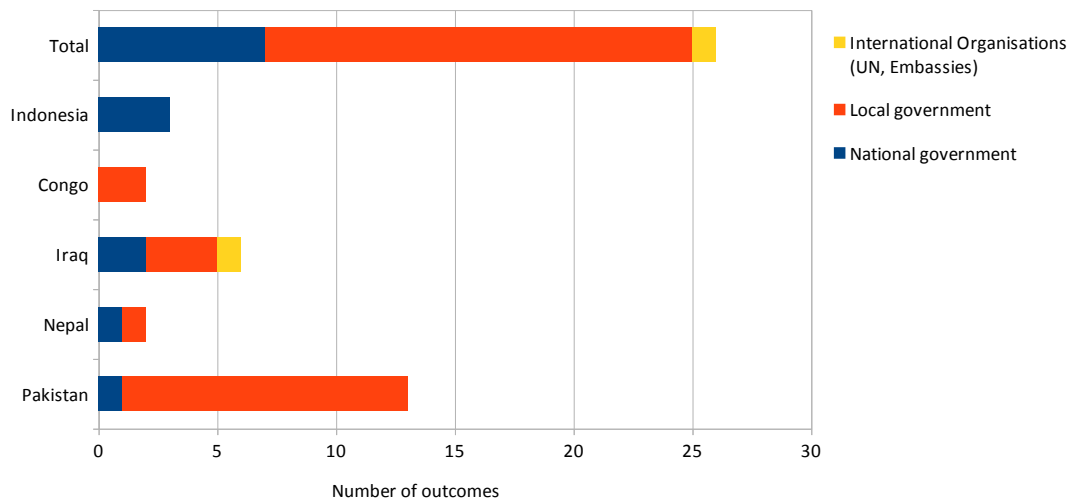
*Indonesia.* FPU's partner PPMN trained and facilitated forest dwellers to become citizen journalists in the province of Jambi. Forest dweller women now act as source and are giving statements on Benor FM community radio. This is an important outcome, since customary tradition in Jambi does not allow these women and children to speak in public.

*Bolivia.* EJC supports citizen journalists in La Paz to create local journalism through FPP Citizen Observatories. This comes in the form of a dedicated website (<http://lapazcomovamos.org/>) and a monthly newsletter. This initiative will be evaluated through Outcome Harvesting in 2019.

## **ACCOUNTABILITY/GOOD GOVERNANCE**

Figure 10 below shows the number of outcomes harvested in various countries as a result of media content that influenced public authorities. As can be seen, media content has been most influential at the level of local authorities (18 outcomes), as compared to national or international authorities.

FIGURE 10: NUMBER OF OUTCOMES PER ACTOR INFLUENCED THROUGH MEDIA CONTENT



STRATEGY 22: SERIES OF INVESTIGATIVE ARTICLES

*Iraq.* In the run up to the election in May 2018, FPU’s partner KirkukNow found out that 40,000 IDPs from Kirkuk could not come back to vote in their region of origin and would therefore be disenfranchised. The Iraqi electoral procedure made it impossible for certain IDPs to vote in other districts than where they were originally registered. KirkukNow published this in a series of articles in four languages, which were further re-published by three other news outlets. This garnered a lot of reactions, and as a result the electoral commission introduced additional procedures to deal with this issue.

*Indonesia.* FPU’s partners Tempo and PPMN published a series of ground-breaking investigations exposing cross-border human-trafficking, slave labour and high-level corruption. These stories led to turmoil in four countries: Indonesia, Taiwan, Malaysia and China, and as a result significant measures were taken: strengthening of existing regulation for prevention and identification of victims, adopting of new laws, improved coordination between national agencies and international coordination efforts. The investigations of Tempo were even included in the Global 2017 Trafficking in Persons Report prepared by the US State Department and were awarded the ‘SOPA 2018 Awards for Editorial Excellence in the category Excellence in Investigative Reporting’. The story on corruption led to the dismissal of responsible high officials, to national police investigations and to strengthening of regulation for prevention and monitoring.

STRATEGY 23: WHISTLE-BLOWER PLATFORMS

A whistle-blower is anybody who gets a sense of wrongdoing in their organisation and takes action to do something about the issue. Whistle-blower platforms for the media are online platforms where whistle-blowers can share information with investigative reporters.

*Indonesia.* In September 2016 partners approached FPU for support in setting up a whistle-blower platform for the media. IndonesiaLeaks was launched in December 2017, and citizens have started to leak documents onto the platform. Two government stakeholders have recognised the IndonesiaLeaks platform and offered support to the participating media and CSOs.

## STRATEGY 24: COLLABORATION WITH CSO'S OR CITIZENS

*Pakistan.* FPU's partner TNN organised a workshop for CSOs on how to engage more effectively with the media. TNN is now publishing stories on the issues championed by these CSOs. This resulted in several cases where the government followed up on such an issue: for example, regarding misbehaviour and malpractices at private schools in the Khyber Pakhtunkhwa province. As a result of the published story the provincial government adopted a Private Schools Regulatory Bill, creating an authority to register and regulate private schools. TNN also collaborated with an organisation for transgender rights and wrote several articles on issues brought forward by this organisation. This eventually increased pressure on the National Database and Registration Authority (NADRA), which introduced a new policy for registration of transgender persons. Under the previous policy, transgender persons were not able to obtain identity papers without cooperation from their parents.

*Iraq.* Residents of Kirkuk were troubled by a great amount of waste that was not being picked up or cleaned. FPU's partner KirkukNow reported on this problem, and provided a platform where residents could complain about the problem. As a result, the municipal government took the responsibility to clean the city and deal with the waste disposal issue.

## STRATEGY 25: COMPETITIVE FUND FOR INVESTIGATIVE JOURNALISM

*Bolivia.* EJC's *Fondo Spotlight* (see Box 4 above) has had impact on good governance. Several media outlets established investigative journalism teams after reporters won Spotlight grants to develop in-depth follow-up pieces. The article *Public Health in Cochabamba* demonstrated the lack of funding and adequate health care staffing and infrastructure in Cochabamba and the consequences for the population. As a reaction, the audience created a complaint mechanism on Facebook, sharing their own hospital experiences. The governor and mayors blamed each other for the problems. So far no reaction or change from officials. Another article "Consequences of high levels of contamination of the Choqueyapu River and its repercussion on the health of the citizens of La Paz" influenced local officials to make statements to other papers after the publication. This provoked big debates on social media. The city is now looking for alternative locations for the polluters. See Box 8 for the most significant change story.

### Box 8: Carla's Story

"I have worked as a journalist for 11 years and the last four at Pagina Siete, one of the few independent daily national newspapers in Bolivia. I first worked as a cultural editor and moved to becoming an investigative reporter and now as the investigative editor at Pagina Siete. I learned about Fondo Spotlight from our editor-in-chief Isabel Mercado when the first competitive round was announced in 2016. It was a very visible opportunity, with application information distributed through FPP's social media presence and their Facebook page. I also heard about it through other journalists that have participated in FPP's training and Master's programmes. I took the lead in applying and was awarded to investigate the problems caused by oil exploration in protected areas, national parks, valleys and forests between 2015 and 2016, and to identify areas of petrol exploration in protected areas and national parks. The article created awareness of the damages by oil exploitation, threats to local wildlife and potential impact on the population. Our team was awarded in the second round of funding to investigate the consequences of high levels of contamination of the Choqueyapu River and its repercussion on the health of the citizens of La Paz. The article investigates the levels of contamination, root causes and actors responsible. It also reviews agreements and regulations that have been established in order to reduce contamination, to determine the extent to which they have had any impact. Both stories had impact on environmental NGOs, empowered and catalysed action. The Spotlight Fund disrupted my daily journalism work routine, that still had to be done; it demanded extra commitment and extra time and it made me realise the passion I have for doing the kind of reporting

that keeps an eye on our leaders. At the same time, it strengthened my self-confidence to tackle more challenging stories, using more research and data. Because usually no information was provided by the government as I was doing my reporting, Spotlight pushed me to be resourceful—even creative—at finding information from other sources while improving my research competency. The experiences of Spotlight Fund reporting have now opened doors for me professionally. I have gained recognition, but I think the most important impact has been that of an internal understanding that I can do these kinds of stories: it gave me the strength, confidence—and importantly the courage—to report on controversial issues that needed to be brought to the public’s attention. Without Spotlight Funding, the reporting done to investigate these underreported stories would not have taken place. It would have been next to impossible to find the time and resources to do proper investigations, to even get the editorial board to consider shifting scarce resources. The idea of Spotlight Fund has inspired us! I am currently working closely with our Editor-in-Chief to create a ‘Spotlight Unit’ – an internal investigative research department inside Pagina Siete for the team of three that I lead. We want to do six major investigative series per year. We are also involved with other Spotlight recipients in creating an Association of Investigative Journalists group for sharing of resources and support for new methods to conduct investigations as well as safety issues.” Carla Hannover, Female Journalist, La Paz, Bolivia

Fondo Spotlight also led to a greater recognition of EJC’s partner FPP, enhanced reputation among journalists nationally and internationally, and increased reach in terms of audience. But this has also caused increased scrutiny by some branches of the National Government who see FPP in a more adversarial light, especially given their relationship with some national opposition leaders. Conflicts with the National Communications Minister even led to the government restricting the flow of international funding awarded to FPP.

## **MEDIA LITERACY**

### **STRATEGY 26: MEDIA LITERACY EDUCATION FOR YOUTH**

*Bolivia.* Advocacy by EJC and partner FPP at the level of the Ministry of Education to embed media literacy into the national curriculum led to the encouragement of participating teachers to improve their tech/media literacy skills, e.g. how to recognise ‘disinformation’. As a consequence, teachers unions decided to join FPP to advocate as a collective to the Ministry of Education to make media literacy part of national secondary school curriculum. With leverage from the Federal Ministry, FPP is now working with the education departments to ensure implementation of the curriculum consistently across the country and to ensure capacity of teachers to give the media literacy lessons. So far, 1,850 teachers were trained and over 30,000 students received six media literacy training sessions.

*Nepal.* Several public and private high schools and one university have included media literacy as part of their curricula thanks to work of FPU’s partner NEFEJ.

*Bangladesh.* Since April 2018 FPU supports its partner SACMID to develop teaching materials for media literacy of high-school students (ages 12-15). The project included a review of existing models, frameworks, and successful teaching programmes developed by Dutch experts. Lessons of 30 to 45 min are being piloted in schools. The effectiveness of this project on media literacy has not yet been evaluated.

### **STRATEGY 27: AWARENESS AND MEDIA LITERACY OF ADULTS**

*Kenya.* EJC co-created the Top Story reality TV, a serial about a journalism competition among universities, increased awareness of audiences around the importance of investigative journalism. The show is a major success and reaches four million persons a week. In the Top Story competition 20 participating universities select a team of three final-year journalism students, who receive a boot camp run by experienced journalists from Kenya and overseas.

Each week two universities are assigned a real story and have 12 hours to investigate the story and submit it. This process is recorded and shown as a weekly reality TV show on KTN. An independent panel of judges reviews the stories and chooses the best team, which is allowed to proceed to the next stage. The winners travel to the UK and spend time at the BBC and a number of other well-known media organisations. The results of the audience research are positive (Research Group Africa, 2018). Apart from enhancing audience understanding of investigative journalism, the show is seen to deliver on media literacy as well as professionalism for investigative journalists. Additionally, tenets of press freedom, mentorship in journalism and successful institutional collaboration are also seen as vividly exemplified in the show.

## **SELF-REGULATION**

### **STRATEGY 28: ETHICAL CHARTER**

*DR Congo.* FPU supported JED to bring together nine Congolese media support organisations in a national colloquium to prepare and sign a Charter on the responsibilities and ethics of journalists during the elections. The adoption and signature of the Charter has improved collaboration between journalists and the authorities. Meetings between journalists and public authorities are organised to be able to operate freely, each within his/her limits and competences. FPU's partner UNPC monitors the respect of deontology and ethics and deals with complaints on non-respect of the ethical code.

## MEDIA ACTORS WORK PROFESSIONALLY AND ARE EFFECTIVE AND SUSTAINABLE

The third and last Intermediate Outcome of the NNIBN Programme relates to the professionalism, effectiveness and sustainability of the media sector itself. FPU and EJC support media development organisations and media outlets to improve their leadership, financial management, policies, safety, security, audience research, and business models. Gender equality in the workplace is promoted in various ways. The first section is about the organisational capacity in general. In the following sections we focus on the specific intervention strategies and their results.

### ORGANISATIONAL CAPACITY BUILDING

The results of the partner capacity midline survey show that 70% of the organisations now have a plan, and 63% have sufficient financial resources (See Figure 11).

FIGURE 11: ORGANISATIONAL CAPACITY OF PARTNER ORGANISATIONS (N=20)

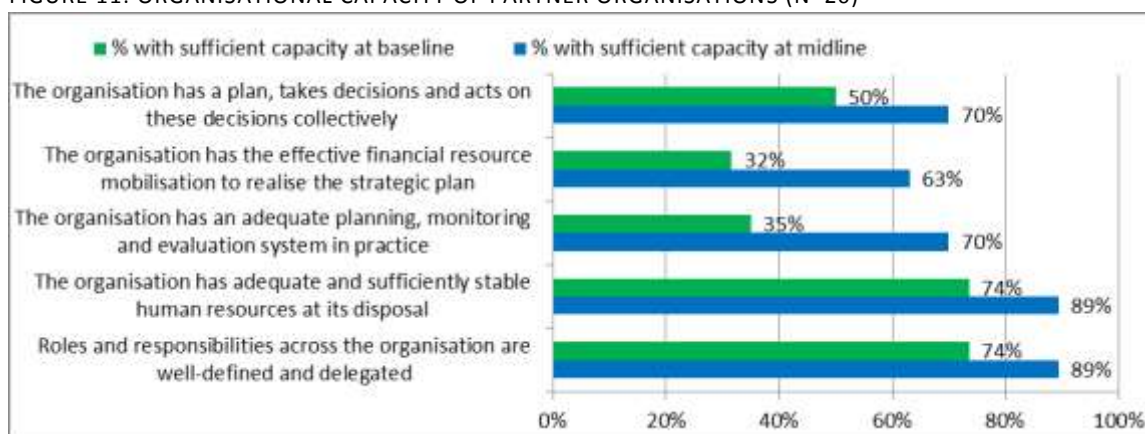
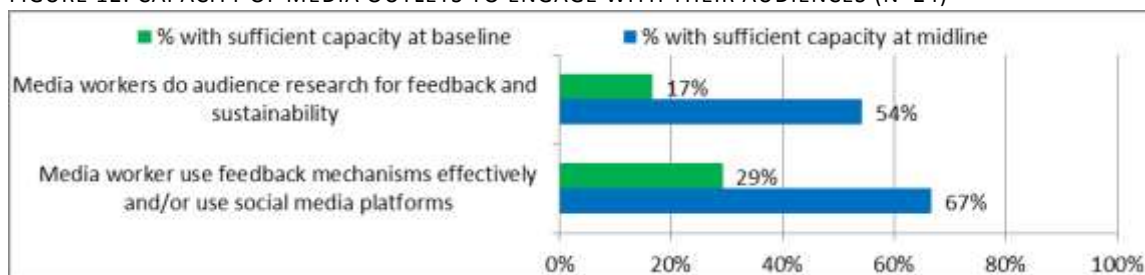


Figure 12 shows that by mid-2018, 54% of media outlets have sufficient capacity to do audience research and 67% use feedback mechanisms. The audience research by EJC shows some interesting outcomes, as summarised below.

FIGURE 12: CAPACITY OF MEDIA OUTLETS TO ENGAGE WITH THEIR AUDIENCES (N=24)



### FINANCIAL INDEPENDENCE

#### STRATEGY 29: INNOVATIVE BUSINESS MODELS

According to the partner capacity assessment there is a general improvement in all aspects regarding sustainability, from strategy to leadership to resource mobilisation (See Figure 11 above). In terms of “the effective financial resource mobilisation to realise the strategic plan”, we can see that 70% score seven or higher. The cases with the most improvement in their



capacity regarding sustainability were with media-support organisations (not media outlets). The quote below indicates what the benefit of focusing on management capacity has been for Bytes 4 All in Pakistan in terms of sustainability: “Our systems were audited and found to be excellent among civil society organisations in Pakistan. In the last couple of years, the organisation suffered financial sustainability issues but our current audit is finally showing some healthy trends. The management is continuing to work towards effective resource mobilisation and finding new possibilities and opportunities for our work”.

FPU commissioned field research into business models for community radios in Nepal and Indonesia. This research concluded that the community radios face similar challenges and opportunities. There is a lack of skills in financial management and accounting, lack of audience research or engagement being done, and there are difficulties to keep up with the rapid technological developments (Involve 2018).

#### STRATEGY 30: ENSURING COPYRIGHT

*Iraq:* FPU’s partner Metrography set up a Copyright Legal Assistance Unit, which assists photographers with court cases, and raises awareness on the copyright law. Proper implementation of the copyright law means that photographers have a more stable income. Around 85-90 photojournalists have left Iraq because they cannot generate sufficient income through photography. Several court cases have been won, and there is a clear increase in organisations paying their photographers. Organisations are now more aware of the copyright law and the high fee they would have to pay the courts, resulting in photographers being paid directly.

## AUDIENCE

#### STRATEGY 31: AUDIENCE RESEARCH AND ENGAGEMENT

*Kenya.* In 2018 an extensive audience survey was conducted for EJC’s Top Story (Research Group Africa, 2018). The survey shows that over 70% agree that the media in Kenya is objective and truthful. The programme attracts advertisers and revenue due to its huge reach (online over three million impressions).

*Nepal.* For the children’s news programme Naya Pusta, FPU’s partner NEFEJ organises screenings with children. These ‘child clubs’ have been organised six times with a total of 506 children from both in- and out-side of the Kathmandu Valley. Usually children have no opportunity to give their views about these topics, but now they can influence what is being broadcast through their feedback. In addition, Naya Pusta gained a larger audience. Schools approach NEFEJ to have Naya Pusta aired on at their schools.

#### Box 9: Beer & Pizza

In Guatemala, FPU’s partner Nómada hired an audience strategy manager, who also has a direct role in influencing the editorial aspects of the media outlet. Through audience engagement, it became clear that their previous stories were seen as too long and not legible. Based on the audience feedback, Nómada has successfully made changes to increase their audience by creating series of stories on the same topics, including ‘explainer’ stories. FPU also worked with Nómada to develop a strategy for using audience engagement as a source of income. One of the activities is to organise talks during informal ‘beer & pizza nights’, and discussion evenings on controversial issues such as abortion, for which Nómada brought 250 readers together in 2017. These types of events are a welcome source of income for Nómada and part of its sustainable business strategy to remain independent.

## STRATEGY 32: MEDIA OUTLETS SHARE QUALITY CONTENT TO INCREASE THEIR AUDIENCE

*Iraq.* Media agencies use Kirkuk Now, FPU's partner, as a source because the audience sees them as credible and accountable to all groups. Kirkuk Now signed Memorandums of Understanding (MoUs) with three media agencies to republish their content. Furthermore, KirkukNow has improved its social media engagement with its audience. Individuals now even approach KirkukNow through social media to ask them whether rumours that they have heard are true or not.

*Pakistan.* National media share stories written by Pamir Times (FPU's partner), and an agreement was signed between Bytes4All and the Daily Times to republish their content for a national audience.

## GOOD LEADERSHIP AND WORKING CONDITIONS

### STRATEGY 33: TRAINING FOR MANAGERS OF MEDIA OUTLETS

*Somalia.* Media outlets were struggling due to a lack of financial income; most of them could not pay the salary of the staff or the running costs. FPU and Media Ink trained media managers on how to use financial income strategies, rather than only focusing on gaining revenue from advertisements. Media Ink also supported the outlets with financial policies. As a result, nine radio stations in Somalia increased their financial income.

### STRATEGY 34: SAFETY AND SECURITY SKILLS DEVELOPMENT

*Indonesia.* FPU has provided digital security training of trainers for partners that work together in IndonesiaLeaks (the whistle-blower platform described above) and collaborates with the Alliance for Independent Journalists (AJI) to ensure security and anonymity for whistle-blowing and journalists using the platform. As a result, PPMN and Tempo Institute have started to use PGP and Signal and make less use of Gmail to secure their communications.

*El Salvador.* Journalists from various media outlets around Central America received safety training from Fundacion Latitudes, a partner of FPU. By participating in this training, the journalists are better prepared (mentally, physically, and emotionally) for the difficulties they may face in the field, which has helped the journalists on numerous occasions. The most significant story is included in Box 10.

#### Box 10: Learned to Recognise my Limits to Improve my Work

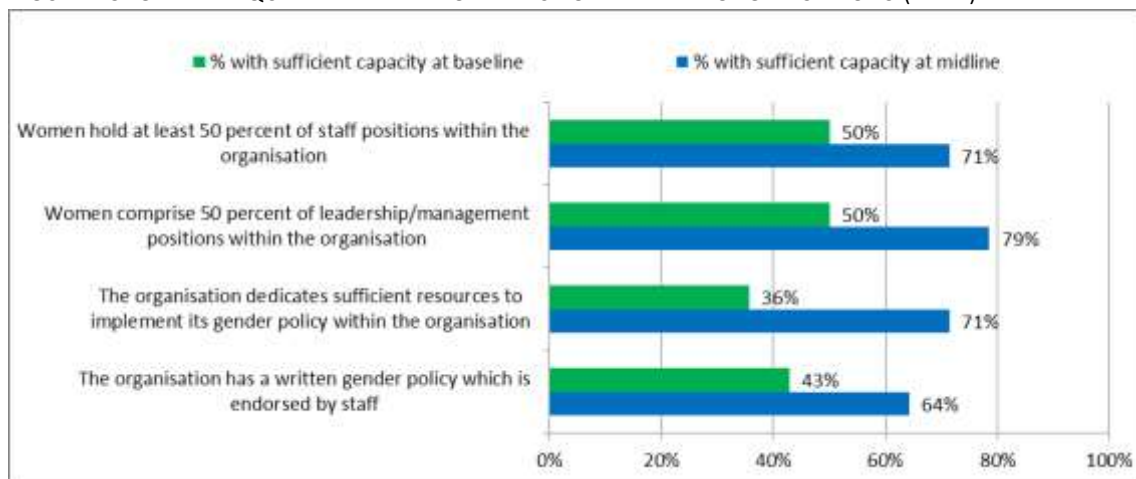
"I am a photojournalist and a stringer for the past three years. I have worked in the profession for almost 20 years. I know the work of Fundación Latitudes well and I have participated in three of their courses on security. I have also seen many changes in the sector. Journalists are much more exposed to danger due to social media networks. Previously, journalists were more 'anonymous'. Gangs are now much more violent. Also, the media sector is much more partisan and politicised. Five years ago, I would say that the whole sector was ethical, and now there are media companies that are established exclusively to push the political / economic agenda of the owners. I think the most important change for me since I participated in Riesgo Cruzado is that I now understand and recognise my personal limits when I face a dangerous situation. Learning security protocols has helped me a lot. For example, the importance of always using a separate phone that does not have my personal information so as not to risk my family or to recognise the signs and terminology used by gangs. I now recognise that danger does not only mean physical danger, but also the danger of harm or emotional trauma. I think my story is important especially for the new generation of journalists. Many of the young people who are in the profession (including me when I was young), have no idea of the risk they face when facing certain situations. They only think about taking the best picture to be able to advance in their careers. I think it is part of our culture, but it's just as important to teach young people that their work can have an impact on their mental health. Now, unfortunately, the violence in our country has become something

normal - common and current. We do not think about how this affects us journalists, but also society. For example, I am now working on a project focused on the juxtaposition of Halloween images with what we see in the scenes of homicide as a commentary on the normalisation of homicide in our society. Fundación Latitudes has helped me to open my eyes, to feel myself thinking about my safety and that of my family. It is a great opportunity to have these projects because the media rarely give us time to take courses and they do not give us a psychologist with whom we can talk about what we see.” (Photojournalist, El Salvador)

## GENDER EQUALITY IN THE WORKPLACE

As shown in Figure 13, improving gender balance and equality in the workplace is a practice within at least 70% of our partner organisations.

FIGURE 13: GENDER EQUALITY IN THE WORKPLACE OF PARTNER ORGANISATIONS (N=14)



### STRATEGY 35: GENDER POLICIES

*Somalia.* Before March 2017, media outlets in Puntland were not very willing to recruit female journalists. Gender (especially women in decision-making roles) was, and still is, a sensitive issue. FPU supported an initiative by MAP to conduct gender assessments of media outlets. MAP managed to confront media executives and chief editors of the media outlets with the findings of the study and gender inequalities in the field. As a result, nine editors-in-chief of nine media outlets in Puntland agreed to implement a women-friendly policy related to recruitment, maternity leave, equal salaries, sanitary facilities, and decision-making.

### STRATEGY 36: JOB OPPORTUNITIES FOR FEMALE JOURNALISTS

*Iraq.* After the training and support to female photographers by FPU’s partner Metrography 12 of them now work formally within the network of Metrography, with a contract.

*Bolivia.* In relation to Fondo Spotlight (see Box 4 above), EJC found that especially women in lower positions in the newsrooms applied for and received grants, and really got increased recognition in their newsrooms.

*Bangladesh.* The fellowship by FPU and BNNRC resulted in the employment of 75% of 121 (mostly) female fellows by community radio’s. The female fellows indicated that often their families did not approve of them working as a journalist, but this attitude would change once they saw their success. The community radios played an important role in talking to families to allow their daughters to participate.

#### STRATEGY 37: SAFE ENVIRONMENT FOR FEMALE JOURNALISTS

*Nepal.* After sensitisation by FPU's partner NEFEJ, Republica (a newspaper in Nepal) decided to arrange a taxi service for female journalists to ensure their safety at night.

#### STRATEGY 38: FEMALE LEADERS

*Somalia.* After the management training organised by FPU and Media Ink (Strategy 33), eight radio stations promoted nine female journalists to higher positions such as directors and editor in-chief within their organisations in Somaliland and Somalia. And female journalists who are members of FPU's partner MAP are now advocating to become a candidate for MAPs decision making positions during the upcoming (3rd) general assembly.

#### STRATEGY 39: GLOBAL *MEN4WOMEN* CAMPAIGNS

As a result of a *Men4Women* campaign was initiated by FPU in 2017, more than 3,000 men working at media outlets in Nepal, Bangladesh and Indonesia marched the streets on International Women's Day to stand up for women's rights and gender equality in media. After this success, *Men4Women* was expanded in 2018 to 14 countries, where men organised marches and events or showed their solidarity with women in the media through an online campaign.

## CONCLUSIONS

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In this chapter we answer the learning questions of the mid-term review:

- a. What is the progress of the NNIBN programme compared to the baseline?
- b. What are good practices and recommendations for strategic themes: gender, safety, accountability, and sustainability?
- c. What were the roles of FPU and EJC?
- d. Considering current trends: are we on the right track?
- e. Does the theory of change of NNIBN need to be adjusted on the basis of new evidence?
- f. What should be our research agenda the coming years?

### **What is the progress of the NNIBN programme compared to the baseline?**

We evaluated 39 intervention strategies and conclude that they have had a positive impact - some more significant than others - either on individual journalists, press freedom, human rights, good governance or gender equality. In terms of the enabling environment for the media (the first pillar of the programme), we see changes in attitudes and practices of national governments achieved through advocacy. In Somalia the strong coalition between media actors and other Civil Society Organisations has been influential for policy change. In Iraq FPU effectively used its relationship with UNESCO to assist partners with their policy change and advocacy activities. In Bolivia EJC and partners managed to protect the media law. In Nepal the monitoring of violations against journalists proves to be a good strategy for evidence-based advocacy. In DR Congo advocacy is challenging, and partners face personal risks by speaking out on violations.

The watchdog role of the media (the second pillar of the programme) has been enforced by means of training and fellowships for journalists and by a competitive investigative journalism fund in Bolivia. Another effective strategy is to stimulate media actors to collaborate with citizen journalists and civil society organisations. In terms of local impact, we see positive changes in good governance, human rights and gender equality.

The third pillar, sustainability of media outlets, will have to be one of the priorities for the coming years. Interventions included leadership skills training and gender equality in the workplace, but few outcomes were harvested even though partner capacity has increased.

### **What are good practices and recommendations for strategic themes: gender, safety, accountability, and sustainability?**

#### SAFETY OF JOURNALISTS

There is a strong case for building bridges among media actors and CSOs as a first step before engaging with government actors to advocate for the safety of journalists. The outcomes indicate that FPU/EJC and the partners are successful in creating trust and collaboration. Examples that stand out are the joint advocacy strategy among media actors in Somalia; the media alliance 'Dynamique 27/5' in DR Congo; the alliances in Indonesia and Nigeria around the whistle-blower platforms for the media; and the coalition in Iraq.

Another good practice is coordination by FPU of partner advocacy efforts that support the UNESCO DG request to UN member states to report on journalist killings, published annually in the *Report on the Safety of Journalists and the Danger of Impunity*.<sup>17</sup>

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<sup>17</sup> <https://en.unesco.org/themes/safety-journalists/dgreport>

It is recommended to train partners to monitor and evaluate the effects of their advocacy activities. FPU introduced the outcome harvesting format as an appendix to quarterly partner progress reports to stimulate partners to document expected and unexpected outcomes. Training in M&E of advocacy is required for several partners.

Another recommendation is to give safety and security training for journalists in all NNIBN countries. To tailor the training to the needs on the ground, a partner assessment on safety and security needs to be done beforehand. This is result area 9a), which was not systematically measured during the baseline and midline partner capacity assessments. The MSC evaluation in El Salvador measured the results of the security training, which were positive. In follow-up of the MSC research, we will seek to answer the following questions<sup>18</sup>:

- Does the security training adequately cover the specific dangers faced by women journalists? These include sexual assault, self-defence, how to handle sexual harassment, gender-specific first aid, and how men can be more supportive when a female colleague is harassed or attacked.
- Does the training pay enough attention to how to deal with the trauma that comes with the work in war zones, with witnessing terrible things, hearing terrible stories, receiving threats, etc.?
- Does the training adequately cover emerging digital issues? Not only digital security, but the trauma that comes from online threats, bullying, intimidation and harassment, and the impact from having to watch disturbing user generated content?
- Participants like the training, but do they keep the journalists safer? This will require measuring journalists' behaviour, before and after training, in the field, and over time.

Press cards for registered journalists were organised in Somalia and DR Congo. However, their impact is so far unknown. The idea behind press cards is to provide some protection to journalists with regard to their working conditions and safety. The danger is that when press cards are granted indiscriminately, members of intelligence networks are better able to infiltrate the press milieu and track journalists (Tshimanga & Norris, 2000). Another danger is that fake cards can be made; this is even happening in Europe<sup>19</sup>. Licensing (including the use of press cards) continues to thrive as one way used by governments to control the press (Strasser, 2010). It is recommended to monitor and evaluate the effects of the introduction of press cards in the two countries.

The international FPU project 'Reporters Respond' seems successful and appreciated by journalists. In order to learn from this initiative and ensure its sustainability, it would be good to plan for a small-scale (mid-term) evaluation in the form of a survey or MSC evaluation.

## GENDER EQUALITY

Best practices for gender equality are intervention strategies that promote media platforms for women, stimulate gender-sensitive content in mainstream media, and support female journalists. In a number of countries, specific radio programmes were produced to discuss topics relevant for women, or online platforms were set up specifically dedicated to stories relevant for women. Since women in these countries are often excluded in the media, the platforms provide an online public space for them where their voices are being heard, and contribute to making women more aware about their rights. In other cases, efforts were made

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<sup>18</sup> Inspired by: <http://unesdoc.unesco.org/images/0025/002504/250430e.pdf>

<sup>19</sup> Source: The Chartered Institute of Journalists in London (<http://www.cioj.co.uk:80/>)

to train journalists to include women's voices and stories in mainstream media content. Through these stories, topics related to gender inequality and issues facing women are openly discussed. Women become better informed and their voices are heard. Some stories are picked up by authorities and service providers.

In total 16 outcomes were found related to increased skills and opportunities for female journalists. Through the fellowship programmes in Bangladesh, Indonesia, Iraq and Nigeria it becomes clear that the role of the family is very important for the recognition of female journalists. Ensuring participation of women in training sometimes requires extra efforts, for example by convincing families that their daughters should participate and that journalism can also be a career for women. Participants of former editions of training and fellowships often serve as a role model in this.

Another lesson is that female journalists are often isolated and lack networks. Gaining access to networks and exposure is very empowering. Through the various training programmes, women get connected to other female journalists. Sometimes starting a simple WhatsApp group can already mean a lot in order to exchange experiences and opportunities.

It is recommended to analyse the 'business case' for training and employing female journalists. In a publication by WAN-IFRA (WAN-IFRA, 2016), it is stated that "Including news about women helps build audiences and, thus, revenue and impact; by increasing the skills and leadership abilities of women working in media, news organisations improve the journalism product, have access to more diverse sources, and become more competitive. This combination puts these news organisations in tune with their communities and showcases the corporate brand as being inclusive and progressive." These claims need to be further investigated, in order to better promote the position of women in the media sector. Media outlets need to understand which content is relevant for a female audience, how the information is received, and also what the role is of media in changing norms, values, perceptions and practices with regards to gender in society.

As shown in Figure 13 in the previous chapter, improving gender equality in the workplace is still an issue for one third of our partners. More attention should be paid to engaging partners in this. Media support organisations play an important role in holding media outlets to account for gender sensitive policies and practices. By doing research and raising awareness, they are able to influence decision-makers at media outlets about the importance of gender equality in the workplace, as well as gender balanced media content.

A strategy regularly used to hold media outlets to account is gender media monitoring. Partner organisations in Nepal, DR Congo and Mali monitor the content of several media outlets in their country to assess how gender balanced the reporting is. A lesson learned is that it is not sufficient to just share the report, but that findings need to be presented and discussed with the media outlets individually. Newspapers now actively look for female sources for their articles, and more articles have female by-lines. Some other strategies could be evaluated the coming year, for example doing an assessment of gender in the media landscape, done in Somalia recently, or the establishment of a gender label (certificate) for media outlets, done in Mali recently. Through this gender label, media are ranked on their performance with regards to gender equality in their organisation and the content they produce.

One of the conclusions of the evaluations in Bangladesh and El Salvador was that safety of female journalists is an issue that needs special attention, both in general security training as

well as in training and fellowships for female journalists. Safety concerns, such as working late at night and traveling alone, can inhibit women to work in media. Measures need to be taken to improve their safety and enable them to do their job. Another recommendation is to further investigate how gender differences are taken into account in (international) advocacy for journalists' safety. This is incorporated in the research agenda.

Projects that could be evaluated the coming years include:

- EJC supports an expanding network of female journalists from Tanzania, Uganda, Rwanda and Malawi through the publication of *Kenya Interrupted*; a monthly newsletter that showcases their content, pointedly on topics where female representation is low (e.g. security, terrorism, foreign policy, and politics).
- In Central African Republic, a radio program about the women of Africa is broadcast weekly by all Community Radios in the country, therefore reaching women across the entire country.
- In Burundi since 2017, Radio Culture is producing the radio programme *Ntusigare Inyuma* with and for rural women. Through focus group discussions and listening groups they are ensuring that the perspectives and interests of women and girls are taken into account.
- FPU's partner *Nómada* in Guatemala initiated the Latin American feminist women's magazine *Volcánica*. In 2017, with the support of FPU, *Nómada* published 24 research articles and blogs on transparency, justice and impunity. *Nómada* won first place in the National Prize for Journalism in Guatemala.

## ACCOUNTABILITY

The accountability role is ascribed to media as one of their main functions in democracies. Jebril et al did a global study on the role of mass media and transition to democracy and found that "the evidence on the effective contribution of the media to institutional change during the consolidation phases of democratisation, particularly with respect to enforcing political accountability through watchdog journalism, is both mixed and inconsistent" (Jebril Nael & Loveless, 2013). They suggest the need for more research on this topic in the form of an inductive investigation that is theory-generating rather than theory-testing.

For FPU and EJC the concept of 'accountability' consists of two sides: holding others to account - being critical and engaging in relevant investigative journalism - and being accountable to others - being connected with citizens and accurately conveying their needs and interests. This requires that the media represent the diversity of society within its institutions and content production. Independent media contribute to reducing corruption and increasing domestic accountability, because they investigate malpractices by power elites and place issues relevant to civil society on the public agenda, raising public scrutiny of national development policies.

Many individual stories published and episodes broadcasted by our media partners have had a societal impact: either in the form of provoking power holders into action or by bringing information and issues into the public sphere that would otherwise not be talked about. Improving government responsiveness works most effectively at the local level and in collaboration with local CSOs. Some partners like Bytes for All in Pakistan and NEFEJ in Nepal are already engaged in tracking and following up on the impact of stories on their societies. Other partners would need support with doing so efficiently. It is recommended that FPU/EJC select or develop story-tracking tools and make them available to partners.

To access information from media-dark areas that are difficult to assess for our partners, effective collaboration has been set up with trained citizen journalists in several countries. In



both Pakistan (TNN) and Somalia (NUSOJ), CSOs and media practitioners were brought together and joined a WhatsApp group to share information and issues. In Indonesia, this is taken a step further through participation of CSOs in journalism fellowships.

For (investigative) journalism to have an impact, it needs to have an audience which trusts it and is affected by it. We work on the contact between media and their audience, including the establishment of feedback mechanisms, but could also explore other ways to improve the reputation and impact of media outlets. There are multiple ways in which misinformation/ 'fake news' can harm the media and reduce the public's trust in media and journalism. A pilot study by IREX shows that participants of media literacy training were better able to detect disinformation 18 months later (Murrock, Amulya, Druckman, & Liubyva, 2018). Learning more on how to address media literacy and fact checking is included in the research agenda.

#### SUSTAINABILITY OF MEDIA OUTLETS

The sustainability of media outlets goes hand-in-hand with the extent to which media are serving their audience. Within NNIBN, audience research was not implemented structurally. "Audience measurements, with their resulting influence on content and commercialisation, are essential components of financially viable media and media markets" (Foster, 2014). A good example is EJC's Top Story, the investigative journalism mentoring TV show in Kenya, whose success is being measured through audience research. In Central America, the media outlets FPU works with explore various means of engaging with their audience. It is recommended to include more audience research and digital analytics tools (tracking real-time content produced online) in content-producing activities.

Although progress has been made with regard to the sustainability of media, throughout this mid-term review it became evident that we cannot forget the influence the economic environment has on the employment of journalists and sustainability of media outlets. This is especially applicable for community radios that are uncertain of their own existence as the radios mainly only exist on voluntary contributions (Involve, 2018). It is recommended to pay more attention to the economic enabling environment as part of Intermediate Outcome 1.

Lastly, FPU and EJC need to further investigate further and pilot different business models to find out what works best for different types of media (print, TV, radio, online) and in various contexts (transitional, post-conflict, etc.). We can build on research done by for example Oostlander et al (Oostlander, Gauter, & Dyck, 2015) in the Netherlands and see how far these business models can be applied for the NNIBN countries. The research into business models for community radios in Nepal and Indonesia by Involve (Involve 2018) are a start to find out to what the needs and solutions are, as part of the research agenda.

#### **What were the roles of FPU and EJC?**

During the outcome harvesting workshops, partners were asked about the contribution of FPU/EJC to the outcomes, apart from financial support. We also conducted 12 partner interviews (using the Appreciative Inquiry approach) and a partner satisfaction survey. While the added value of FPU/AJC takes multiple forms, the following general types of contribution can be distinguished:

- **Capacity building** – in terms of technical skills and organisational capacity;
- **Project design** – emphasising focus on inclusive approaches and ethical journalism;
- **Coordination** – convening stakeholders, building trust and strategic alliances with other CSOs;

- **Advice** – on (gender) policies, training, fellowships, workshops;
- **International advocacy activities** – joint advocacy through UPR or UNESCO;
- **Global network** – through the FPU/EJC partner network partners meet and exchange knowledge and ideas;
- **Visibility/recognition** – FPU/EJC introduce partners to important actors, which leads to better visibility and more recognition;
- **Fundraising** – FPU/EJC can lead the way to international donors.

EJC stands out in the design and support of media programmes like Fondo Spotlight and nationwide media awareness broadcast programmes like Top Story. One of the outcomes harvested in Bolivia was that FPP has been able to extend their international and regional network of supporters and trainers through facilitation by EJC.

FPU stands out in connecting local and international advocacy, bringing partners and other actors together for innovative projects, setting up fellowship programmes and adapting them along the way (in combination with mentoring and coaching partner staff), and providing an international network for exchange.

### **Considering current trends: are we on the right track?**

The fifth learning question was about whether we are on the right track, taking into account recent global developments concerning the media. We looked at the following trends as described in FPU’s Multi-Annual Strategy Paper (MASP 2018-2022): (1) Freedom of expression and the press are in decline; (2) Growing levels of hate speech and fake news (and the role of social media); (3) Financial sustainability for media is at risk; and (4) Media capture.

#### **FREEDOM OF EXPRESSION AND THE PRESS ARE IN DECLINE**

According to Freedom House’s global index, press freedom has fallen to its lowest point in 13 years.<sup>20</sup> Looking at the individual scores of the countries included in the NNIBN programme in 2016 and 2017, the freedom of the press deteriorated in Nepal, Senegal, and Honduras, but improved or stayed the same in the other countries. Press Freedom is particularly a problem in Burundi, CAR, DR Congo, Somalia, Zimbabwe, Pakistan and Iraq. The way the NNIBN programme is advocating for press freedom through 11 intervention strategies has been described in the chapter *Enabling Environment for Independent Media*.

#### **GROWING LEVELS OF HATE SPEECH AND FAKE NEWS (AND THE ROLE OF SOCIAL MEDIA)**

According to the Edelman Trust Barometer, media have become the least trusted institution in their annual survey in 28 countries.<sup>21</sup> The NNIBN programme aims to address the influence of fake news by creating awareness and media literacy among citizens. Successes were noted in EJC’s country programmes: in Kenya through the TV programme Top Story, and in Bolivia and Bangladesh through media literacy education for secondary school students. The effect of these programmes on the problem of hate speech and fake news (and how to measure this) will be a point of attention the coming years.

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<sup>20</sup> Freedom House, *Press Freedom’s Dark Horizon*, Freedom of the Press Index, 2017, <https://freedomhouse.org/report/freedom-press/freedom-press-2017>

<sup>21</sup> Edelman, 2018 Edelman Trust Barometer: Global Report 2018 <https://cms.edelman.com/sites/default/files/2018-01/2018%20Edelman%20Trust%20Barometer%20Global%20Report.pdf>

## FINANCIAL SUSTAINABILITY OF INDEPENDENT MEDIA OUTLETS IS AT RISK

The (financial) sustainability of media is at risk. An article by Spurk on sustainability of community radios in Tanzania refers to several different fields necessary to make them more economically viable: development of good content; audience engagement and media management capacities (Spurk & Dingerkus, 2017). In the previous chapter we document how the NNIBN programme has contributed to these elements. A worrisome trend is that in the digital environment Google and Facebook collectively took over 60 percent of global online advertising revenue in 2017, according to figures from the World Advertising Research Council.<sup>22</sup> Within NNIBN no attention has been given to earning revenue through online advertising, since most of the media outlets are community radios. Some partnering media outlets do have websites – especially in Latin America. In countries like Somalia and Iraq, social media like Facebook and WhatsApp appear to be opportunities rather than threats; many journalists post their content on Facebook and exchange knowledge and information through WhatsApp. EJC applies audience analytics for the Top Story project and we aim to take this experience to other countries. It will be important to develop a strategy for online revenue creation.

## MEDIA CAPTURE

Another negative trend is media capture. Schiffrin gives a taxonomy of media capture (Schiffrin, 2017). The first is media capture by ownership, in which a set of wealthy individuals and/or corporations buy media. The second is media capture by financial incentives, in which media is led astray by financial incentives such as ad revenues. The third is media capture by censorship. Here government does not necessarily own media but media is restricted by freedom of press laws. The fourth is media capture by cognitive capture. This is when the media do not act as a fourth estate of democracy by positing new views, but merely reflect views that are commonly held by society. Schiffrin proposes various ways to prevent media capture and reinforces the idea that creating a legal regulatory framework contributes to establishing an enabling media environment. The NNIBN programme aims to prevent media capture of independent media through its integrated approach (the three Intermediate Outcomes). No cases of media capture were encountered during the evaluation, but this will be closely monitored the coming years.

## **Does the Theory of Change of NNIBN need to be adjusted on the basis of new evidence?**

The mid-term review gave us many insights in ‘how change happens’. The three Intermediate Outcomes of the original theory of change (Appendix 2) are still valid for the programme. However, the findings do have implications for the logic at a lower level. Through the review we were able to replace most of the lower-level results and assumptions by more specific and relevant results. See Appendix 3 for the proposed adjustments to the theory of change.

## **What should be our research agenda the coming years?**

Some knowledge gaps remain and will be investigated the coming two years. We propose the following research questions:

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<sup>22</sup> Felix Richter, *25 percent of Global Ad Spend Goes to Google or Facebook*, Statista, December 7, 2017, <https://www.statista.com/chart/12179/google-and-facebook-share-of-ad-revenue/>

1. Which minimum set of conditions need to be in place to enable financial sustainability and pluralism of independent small and medium-sized media outlets?
2. How do implementation of the rights of access to information impact on government accountability and sustainable development?
3. What are the risks and opportunities of working with citizen journalists?
4. What are good practices in increasing the inclusion of (issues of) underrepresented groups in media content?
5. To what extent and in what ways is media literacy or fact checking effective in dealing with misinformation/fake news?
6. What are the success factors for media to influence local governance?
7. What business models are the most effective for different types of media (print, radio, online, etc.) in different contexts?
8. To what extent can audience research (including digital analytics) contribute to income generation for community, exiled, and/or digital media in different contexts?
9. What are effective strategies to influence media outlets to improve working conditions for female journalists?
10. How does increased gender balance and equality in the workplace affect the competitiveness of a media outlet?
11. How do male journalists act as a watchdog for women and gender equality?
12. What factors and actors contribute to increased female leadership in media outlets?
13. What are gender-specific risks and threats faced by female journalists in different contexts?
14. What is the impact of gender content monitoring in different contexts? Which actors and factors influence its effectiveness?
15. What is the impact of media content challenging gender taboos, norms and stereotypes?

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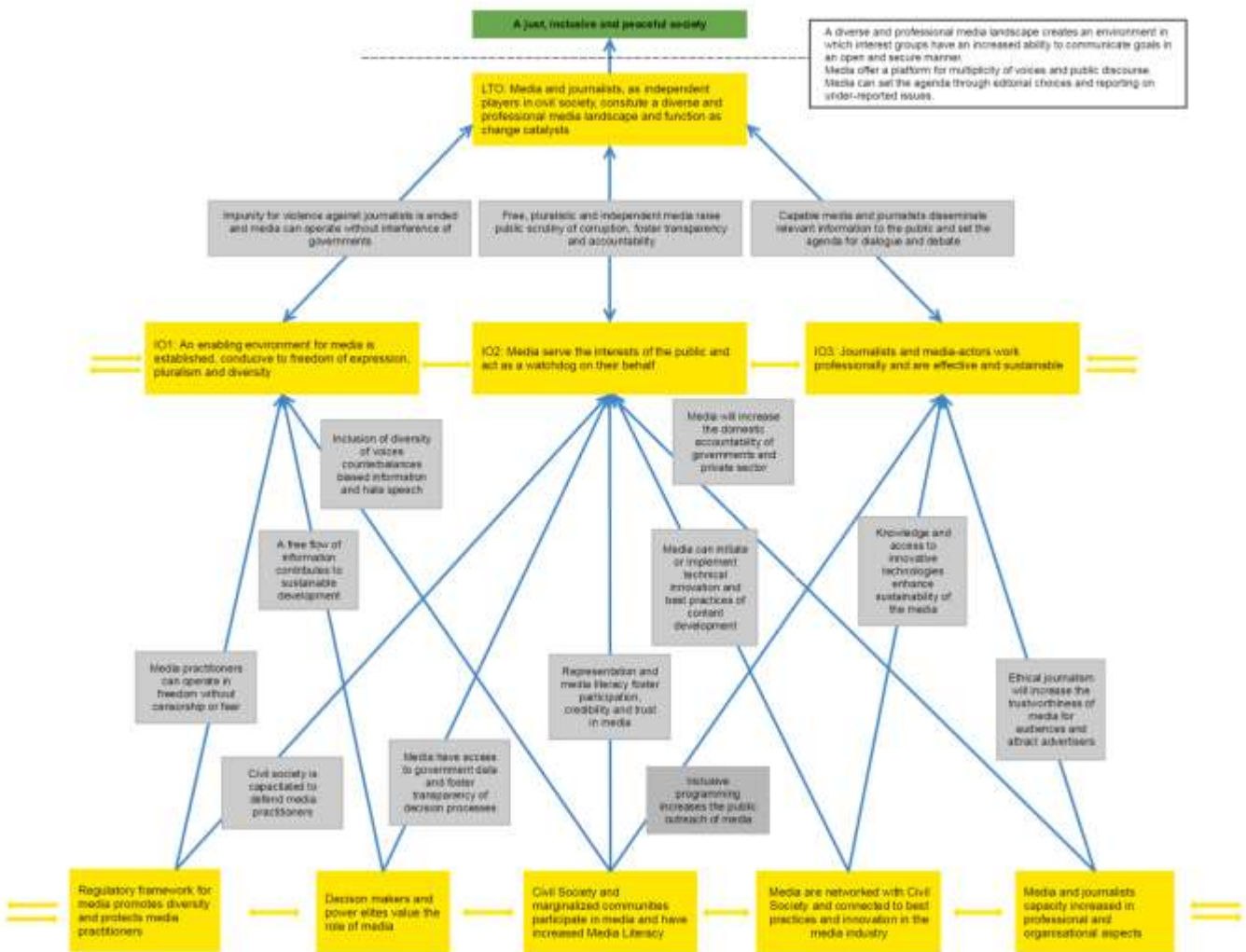
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## APPENDIX 1: COUNTRIES AND PARTNERS OF THE NO NEWS IS BAD NEWS PROGRAMME

	Countries:	Partners:	
<b>European Journalism Centre:</b>	Bolivia	1. Fundación para el Periodismo (FPP) 2. Asociación de periodistas de La Paz (APLP)	
	Kenya	3. AfricaonAir (AoA) 4. Top Story Africa	
	Senegal	5. Ecole Supérieure de Journalisme des métiers de L'internet et de la Communication (E-jicom) 6. Ouestafnews 7. Africa Check (Francophone)	
	Tanzania	8. Tanzania Media Foundation (TMF) 9. Community Health Education Services and Advocacy (CHESA)	
	Zimbabwe	10. The Source 11. Media Monitors Zimbabwe 12. Magamba	
	<b>Free Press Unlimited:</b>	Nigeria	13. Wole Soyinka Centre for Investigative Journalism (WSCIJ) 14. Premium Times Centre for Investigative Journalism (PTCIJ)
		Nepal	15. Nepal Forum for Environmental Journalists (NEFEJ) 16. Freedom Forum
		Indonesia	17. PPMN (Indonesian Association for Media Development) 18. Tempo Institute
		Bangladesh	19. Bangladesh NGOs Network for Radio and Communication (BNNRC) 20. South Asia Centre for Media in Development (SACMID)
		DR Congo	21. Union Congolaise des Femmes des Médias (UCOFEM) 22. Journalistes en Danger (JED) 23. Fédération des Radios de Proximité de la RDC (FRPC) 24. Union Nationale de la Presse Congolaise (UNPC) 25. Association des Femmes des Médias Sud Kivu (AFEM) 26. CORACON 27. Actualité.CD
		CAR	28. Association des Radios Communautaires Centrafrique 29. Association des Femmes Professionnelles de la Communication
		Mali	30. Tuwindi 31. Appel Mali 32. Union des Radios et Télévisions Libres du Mali (URTEL) 33. Kunafoni TV
Somalia		34. Somaliland Journalists Association (SOLJA) 35. Media Association Puntland (MAP) 36. National Union of Somali Journalists (NUSOJ) 37. Media INK	
Burundi		38. Radio Culture 39. Anonymous partner 40. Anonymous partner	
Central America		41. Fundación Latitudes 42. Nómada 43. La Asociación por la Democracia y los Derechos Humanos (ASOPODEHU) 44. Contracorriente	
Pakistan		45. Bytes for All 46. Bytes for All - PakVoices 47. Pakistan Press Foundation (PPF) 48. Digital Rights Foundation 49. Pamir Times 50. Television News Network (TNN)	
Iraq		51. Bo Peshewa 52. Kirkuk Now 53. Metrography	

# APPENDIX 2: THEORY OF CHANGE NO NEWS IS BAD NEWS





## APPENDIX 3: REVISED THEORY OF CHANGE

The three Intermediate Outcomes of the original theory of change (Appendix 2) are still valid for the programme. However, the findings do have implications for the logic at a lower level. Through the review we were able to replace most of the lower-level results and assumptions by more specific and relevant results. Below we set out the arguments for the suggested changes. New results (represented by the white boxes) are ‘actor-based’, since this makes it possible to monitor and evaluate progress at the level of social actors - like journalists, media outlets and authorities.

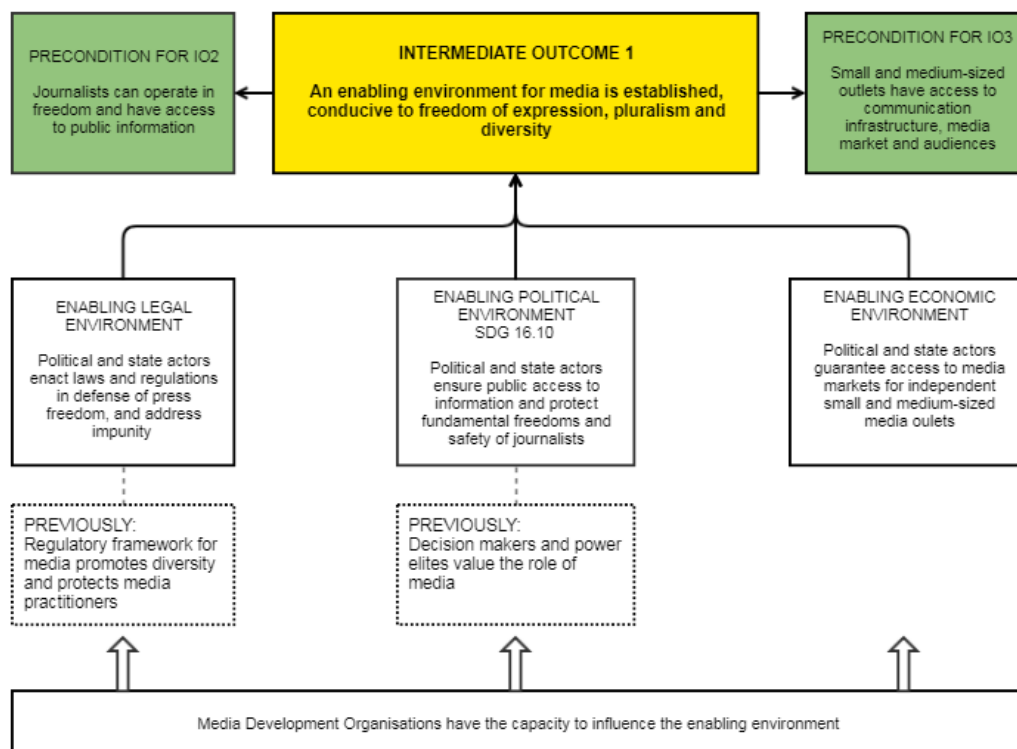
### INTERMEDIATE OUTCOME 1

In the original theory of change Intermediate Outcome 1 was influenced by the following lower-level results:

- (1.1) Regulatory framework for media promotes diversity and protects media practitioners
- (1.2) Decision makers and power elites value the role of media
- (1.3) Civil Society and marginalised communities participate in media and have increased Media Literacy

This set of results does not include all dimensions of the enabling environment as used by Freedom House: the political, legal and economic dimension. In the figure below these three dimensions replace the original results. The social actors who are we aim to influence are political and state actors. ‘Political actors’ include all those in power who have been elected to those positions, government ministers, and those members of the legislative branch who are in the opposition. It also includes individuals who are in charge of government institutions that are considered important policy makers, e.g. the Ministry of Communication and/or Media. ‘State actors’ are persons who are acting on behalf of a government. This includes the judiciary.

FIGURE 14: REVISED THEORY OF CHANGE INTERMEDIATE OUTCOME 1



## ENABLING LEGAL ENVIRONMENT

Political and state actors need to enact laws and regulations for freedom of expression, access to information and the ability for media to operate, in accordance with international agreements. They need to follow up on recommendations of the Universal Periodic Review and other recommendations following from regional frameworks. Judiciary needs to investigate and prosecute crimes against journalists to address impunity.

Intervention strategies:

Strategy 1: (Joint) Advocacy for Press Freedom

Strategy 2: Public events on 3 May and 2 November

Strategy 3: Joint advocacy through the Universal Periodic Review (UPR)

Strategy 4: Legal support for journalists

## ENABLING POLITICAL ENVIRONMENT

In line with SDG 16.10, political and state actors need to ensure that that journalists and media outlets have editorial independence and can operate in freedom without interference, which includes having unobstructed access to government data and the absence of harassment, reprisals, and media capture by political, state, and business actors.

Intervention strategies:

Strategy 5: Media content on issues related to press freedom

Strategy 6: Monitoring of violations against journalists

Strategy 7: Advocacy to release journalists from custody or prison

Strategy 8: Advocacy for access to information

Strategy 9: Press cards

Strategy 10: Assistance to journalists in need

## ENABLING ECONOMIC ENVIRONMENT

Small and medium-sized outlets need have access to communication infrastructure, media market and audiences. Therefore, independent regulatory bodies need to ensure economic opportunities (licensing, advertising, competition) for the media sector. Public and privately-owned media outlets' editorial independence has to be protected. State and intergovernmental actors need to guarantee access to media markets for small and medium-sized media in terms of ownership, type of media and political, cultural and geographic pluralism.

Intervention strategy:

Strategy 11: Advocacy for the sustainability of community radios

## **INTERMEDIATE OUTCOME 2**

In the original theory of change (Appendix 2) Intermediate Outcome 2 is influenced by the following lower-level results:

(2.1) Regulatory framework for media promotes diversity and protects media practitioners

(2.2) Decision makers and power elites value the role of media

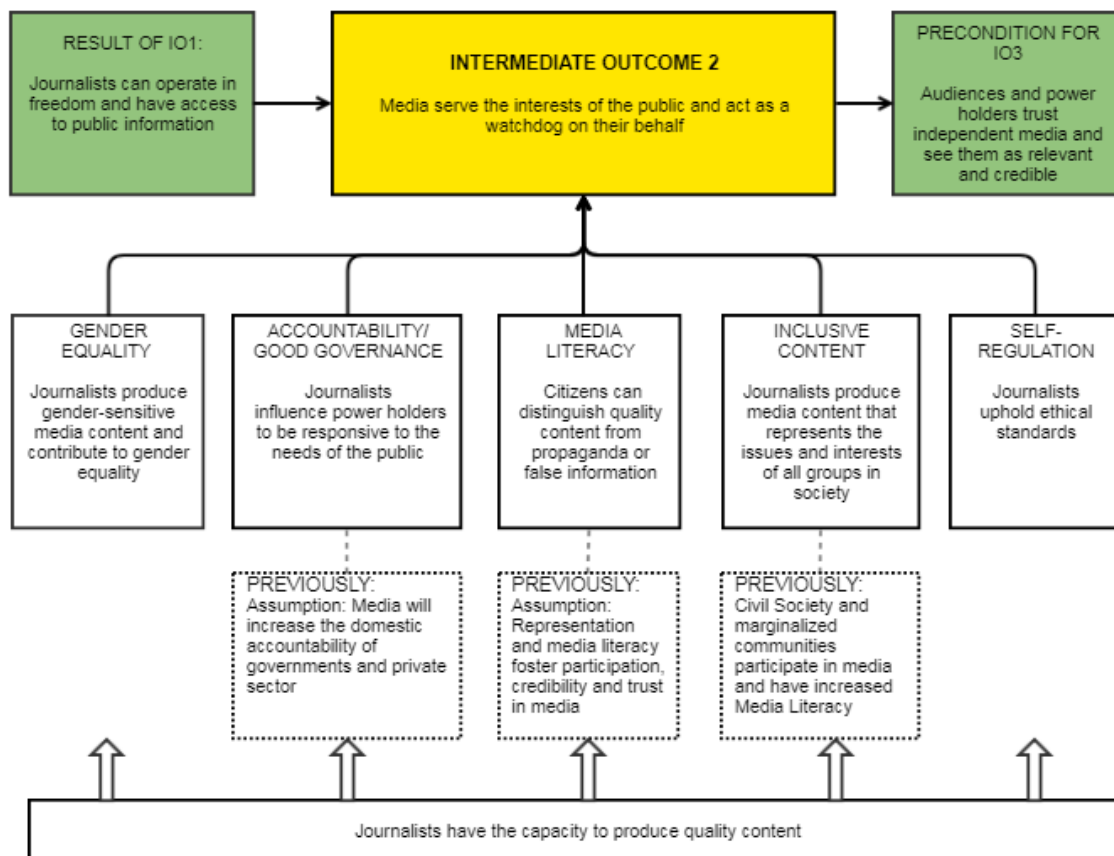
(2.3) Civil Society and marginalised communities participate in media and have increased Media Literacy

(2.4) Media are networked with Civil Society and connected to best practices and innovation in the media industry

(2.5) Media and journalists capacity increased in professional and organisational aspects

Instead of having direct pathways of (2.1) and (2.2) with IO2, we included the most relevant result of IO1: journalists can operate in freedom and have access to information. We feel that this better represents the way journalists depend on an enabling environment. The actors we aim to influence under IO2 are journalists and the audience. The participation of civil society and marginalised communities (2.3) is changed in the result on inclusive content. Networking media with other CSOs (2.4) has become an element of various intervention strategies (1, 16 and 21). The capacity of media and journalists in professional and organisational aspects (2.5) is included as determining factor for all elements under IO2. But the focus is on journalists being able to produce quality content (not on media outlets – which is the focus of IO3). Trust in media is presented as a result of IO2 and a precondition of IO3. Only if media serve the interests of the public and acts as a watchdog on their behalf, the (media literate) audience will trust media content. And an audience is essential for a sustainable business model for media outlets, as explained in the next section under IO3.

FIGURE 15: REVISED THEORY OF CHANGE INTERMEDIATE OUTCOME 2



CAPACITY OF JOURNALISTS TO PRODUCE QUALITY CONTENT

The capacity of journalists to produce quality content can be enhanced by training and setting up networks with other journalists. Another strategy is the development of a training course or curriculum, with media support organisations and/or media departments of universities.

Intervention strategies:

Strategy 12: Training of journalists in investigative journalism

Strategy 13: Journalism curriculum for degree and diploma levels

Strategy 14: Training and promotion of female photographers

Strategy 15: Supporting journalists with equipment, tools and resources

Strategy 16: Networking among journalists to promote good practices

#### GENDER EQUALITY

Journalists are in a position to produce gender-sensitive media content that promotes a balanced and equal representation of men and women, and address gender issues. World-wide, women are under-represented in news media and are often portrayed as victims.

Intervention strategies:

Strategy 17: Media platforms for women

Strategy 18: Content addressing women's rights and gender equality

Strategy 19: Monitoring media content on gender-sensitivity (gender media monitoring)

Strategy 20: Increased visibility of female experts and female journalists

#### INCLUSIVE CONTENT

Inclusive content means that journalists produce content about issues and interests of all groups in society. Journalists need to engage with different groups in society and portray them in a fair and sensitive way. For underrepresented groups, news can be retrieved through networks of citizen journalists that offer perspectives from groups or from regions not covered by professional journalists ('media dark areas').

Intervention strategies:

Strategy 21: Training of and networking with citizen journalists

#### ACCOUNTABILITY/GOOD GOVERNANCE

Media outlets are in a position to influence power holders and journalists need to be stimulated and supported to be critical of power holders and investigate issues of public interest. They need access to information (for example through whistle-blower platforms for the media) and to CSO networks to be able to hold power holders to account.

Intervention strategies:

Strategy 22: Series of investigative articles

Strategy 23: Whistle-blower platforms for the media

Strategy 24: Collaboration with CSOs or citizens

Strategy 25: Competitive fund for investigative journalism

#### MEDIA LITERACY

Citizens need to be able to differentiate between credible and less credible media content to address a problem which hampers the civic function of the media: the spread of propaganda, misinformation and 'fake news'. Audience engagement and media literacy can increase audience trust in independent media.

Intervention strategies:

Strategy 26: Media literacy education for youth

Strategy 27: Awareness and media literacy of adults

## SELF-REGULATION

The media sector needs to be self-regulating to make sure that journalists uphold ethical standards. Self-regulation mechanisms are independent from government control and are designed to uphold the quality of media. These can take the forms of ethics codes, press and media councils, or complaints commissions and in-house ombudspersons.<sup>23</sup> Intervention strategies are so far limited to the ethical charter developed by our partners in DR Congo.

Intervention strategy:

Strategy 28: Ethical Charter

## INTERMEDIATE OUTCOME 3

In the original theory of change (Appendix 2) Intermediate Outcome 3 is influenced by the following lower-level results:

(3.1) Civil Society and marginalised communities participate in media and have increased Media Literacy

(3.2) Media are networked with Civil Society and connected to best practices and innovation in the media industry

(3.3) Media and journalists capacity increased in professional and organisational aspects

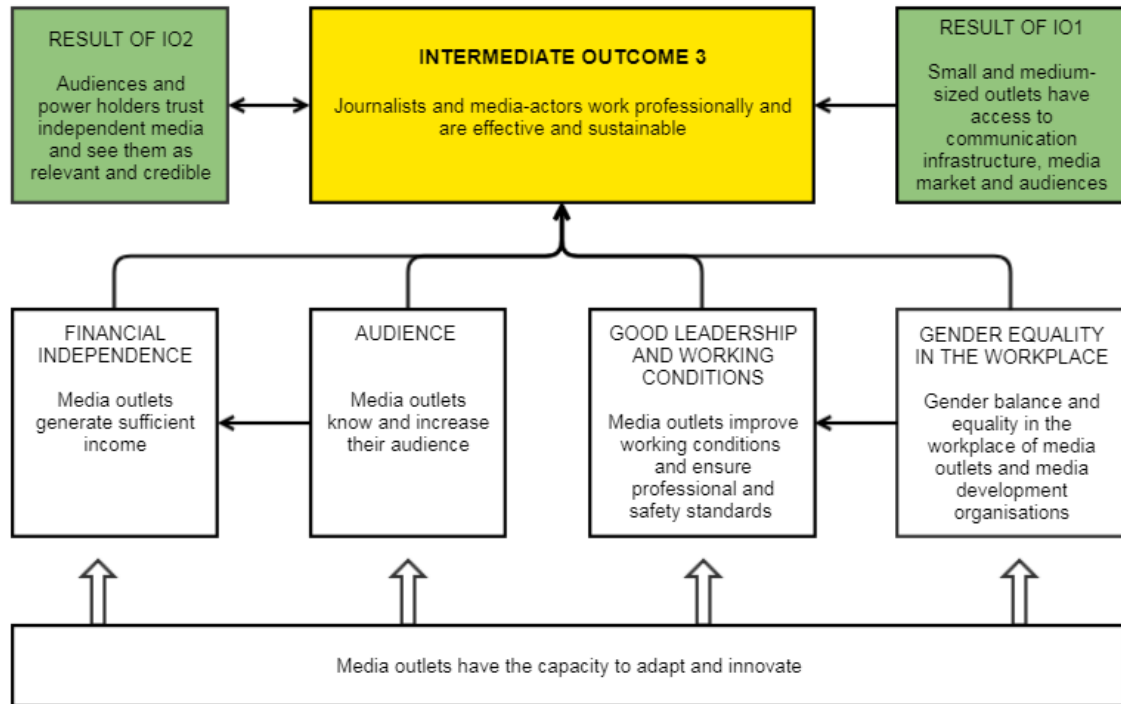
These results have been reformulated to capture the current challenges that media outlets are facing with respect to increasing their audience, financial independence, ability to deal with security threats and gender equality in the workplace. We made the results actor-based, focusing on media outlets only. Media development organisations support media outlets to work on the various elements, through innovation and adaptation.

IO2 and IO3 are strongly interrelated. Journalism can only be sustainable if there is an audience, and media can only serve the interests of the public if they work professionally.

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<sup>23</sup> <https://www.osce.org/representative-on-freedom-of-media/106290>

FIGURE 16: REVISED THEORY OF CHANGE INTERMEDIATE OUTCOME 3



**FINANCIAL INDEPENDENCE**

Media actors must first have the necessary resources to function independently and to prevent media capture by government or business. Income generation is closely linked with knowing your audience, as is explained in the next section.

Intervention strategies:

Strategy 29: Innovative business models

Strategy 30: Ensuring copyright

**AUDIENCE**

Media outlets need to know their audience to be able to generate income. As in any market, it is essential to know and understand the (information needs and behaviour of the) consumers of your product. Secondly, media outlets need to find ways to increase their audience.

Intervention strategies:

Strategy 31: Audience research and engagement

Strategy 32: Media outlets share quality content to increase their audience

**GOOD LEADERSHIP AND WORKING CONDITIONS**

Coronel (Coronel, 2010) states that to ensure media are professional, it is necessary to improve working conditions. Media outlets need to have standards, security protocols and skills, be it with regard to leadership skills or to stay safe as a journalist.

Intervention strategies:

Strategy 33: Training for managers of media outlets

Strategy 34: Safety and security skills development

## GENDER EQUALITY IN THE WORKPLACE

This means gender balance and equality in the workplace of media outlets. By increasing the skills and leadership abilities of women working in media, news organisations improve the journalism product, have access to more diverse sources, and become more competitive.

Intervention strategies:

Strategy 35: Gender policies

Strategy 36: Job opportunities for female journalists

Strategy 37: Safe environment for female journalists

Strategy 38: Female leaders

Strategy 39: Men4Women campaigns

FIGURE 17: REVISED THEORY OF CHANGE

