Protecting Independent Media for Effective Development (PRIMED)

Doing media development differently

BBC MEDIA ACTION

ARTICLE 19

WITS UNIVERSITY

mdif media development investment fund

FREEE PRESS UNLIMITED

GFMD GLOBAL FORUM FOR MEDIA DEVELOPMENT

GlobalVoices

IMS

DW Akademie

The Communication Initiative
www.comminit.com

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SECTION 1: THE PROPOSAL

A. Programme summary

Finding effective, sustainable solutions to the intractable problem of securing the long-term viability of independent media in fragile contexts is a formidable challenge. Public interest media is under intense pressure worldwide, and there are few examples of credible and sustainable models of financially viable, independent media in weak economies characterised by fragile or authoritarian politics.[1] Technological, economic and political trends all suggest that the climate for fostering such media is likely to become more hostile in the future.[2] As the Department for International Development's (DFID) position paper on Governance for Growth, Stability and Inclusive Development makes clear, the need to strengthen public interest media is becoming ever more vital to the effective functioning of democratic governance. Trusted, inclusive and independent media programming is essential to achieving both the UN Sustainable Development Goals (SDGs)[3] and the development of open societies. To support this, investment capital and support in strengthening business strategies that come without editorial strings attached is extremely important in avoiding media capture and self-censorship.[4] So, too, are multi-stakeholder networks focused on supporting media ecosystems to adopt sustainable business models which can withstand political, regulatory, financial and technological pressures.[5]

In order to meet these challenges, the PRIMED consortium combines the diverse and complementary skill sets of organisations with immense experience and strong track records in innovation. It will bring fresh and different approaches and, crucially, different *combinations* of approaches to supporting independent media in order to find innovative solutions. The core consortium is formed of: ARTICLE 19, BBC Media Action (BBCMA), Free Press Unlimited (FPU), International Media Support (IMS), Media Development Investment Fund (MDIF) and University of the Witwatersrand, Johannesburg (Wits). This alliance brings with it a rich network of local and regional partners that, together, will implement a locally driven, flagship learning process, rooted in significant expertise in social and behaviour change, to develop, test and scale innovative, gender-inclusive solutions to the challenges facing media freedom.

The PRIMED programme also brings together private sector, digital, research, and technology expertise via specialist partners and networks to catalyse impact and enable the strongest possible influence on policymakers. These include Quilt AI, DW Akademie (DWA), the Global Forum for Media Development (GFMD) and 2030Vision[6]. Through the convening power of technology company Arm, the consortium will leverage unparalleled expertise from across the digital and technology sectors, and build links with UN Global Pulse, the UN's flagship innovation initiative.

The programme will take a **system-wide** approach to identifying and targeting critical factors that inhibit media resilience in three countries: **Bangladesh**, **Ethiopia**, and **Sierra Leone**. These have been selected to offer a rich and diverse testing ground for innovation. Activities will draw upon consortium partners' deep knowledge of these markets. Value will be added by additional efforts to evaluate existing media support projects in a further two "learning" countries: **Iraq** and **Zambia**.

B. Impacts and outcomes

The PRIMED Theory of Change outlines our approach to ensuring the consortium achieves the three outcomes and overall impact envisaged in the Terms of Reference (ToR). Activities under each of the specific outcome areas will be split into six, interlinked work streams (described in section C) which will be specified in the co-creation phase of the programme. To achieve **outcome 1**: innovative ways of maximising commercial returns from public interest media will be tested; management approaches that support independent, high-quality content will be devised and embedded; low-cost formats that meet public needs in resource-poor settings will be created; and media partners' understanding of audiences will be improved, enabling them to strengthen their market position and produce content that is relevant to poorer and more marginalised populations.

[1] Mary Myers and Linet Angaya Juma, *Defending Independent Media: A Comprehensive Analysis of Aid Flows*, CIMA Digital Report, June 2018

[2] Martin Moore and Damian Tambini, *Digital Dominance: The Power of Google, Amazon, Facebook and Apple*, OUP, July 2018

[3] UNESCO Director for Freedom of Expression and Media Development, Guy Berger, speaking in January 2019: https://en.unesco.org/news/why-independent-media-matter-sdgs

[4] Freedom House 'Freedom of The Press Report 2017' https://freedomhouse.org/report/freedom-press/freedom-press-2017

[5] Nicholas Benequista, *Confronting the Crisis in Independent Media: A Role for International Assistance, CIMA Digital Report,* March 2019

[6] 2030Vision is a partnership network aiming to transform the use of technology to help deliver the SDGs (www.2030vision.com)

Under **outcome 2**, organisations and coalitions that support media freedom and the viability of independent media in different contexts will be created, strengthened, and supported. Depending on the context, this will take the form of defending existing space, enhancing enabling environments, or supporting media to work around particularly restrictive environments. The programme will work with catalytic partners in each country, and at a regional level, which are able to influence media systems in a variety of ways – including through reforming legislation, improving regulatory standards, building consensus through self-regulation, and strengthening support networks of media practitioners and defenders of media freedom. These efforts will further enhance the viability of public interest media.

Work under **outcome 3** will form a flagship learning initiative within the media development and governance sectors. By implementing a clear architecture for organised and coordinated learning across all partners, work under this outcome will generate rigorous and practice-driven learning and evidence. This will be used to adapt and improve activities within and beyond the PRIMED programme, thereby contributing to outcomes 1 and 2. Local, national, regional and global learning networks will be supported to use and disseminate this learning and evidence, enabling institutions in these networks to increase their influence on national governments and international stakeholders, and to improve donor and policy support to media development and freedom initiatives.

The consortium sees these outcomes as working holistically towards building resilient, viable, independent and pluralistic media, achieving DFID's overall intended impact of **'strengthened ability of independent media in developing countries to produce free, independent public interest journalism and provide fora for constructive public debate, both offline and online'.** To fully achieve these outcomes and impact, this consortium believes the following **factors for success** will be crucial: using an innovative learning process (described in section F) to test, adapt, and embed locally-generated solutions (including utilising new technologies) that support independent media; awareness of the legal, regulatory and operational environment and of effective advocacy strategies that foster the growth of pluralistic, independent media; integration of the programme approach with wider governance strategies in each target country; and complementarity with, and influence over, national and international media development policies.

The programme will also consider underlying tensions inherent in achieving the desired impact, utilising the extensive knowledge and expertise of consortium partners. One of these tensions is a potential disconnect between the platforms that are trusted sources of information and those that are capable of convening constructive public debate. To address this, the consortium will take a context-specific approach to understanding the ways in which different audiences trust information sources and engage in public debate in each country. This approach will be used to develop a considered partner selection strategy to ensure that a diverse range of audience needs are met by the programme and that content stimulates both access to trusted information and constructive public debate at scale.

To ensure the appropriate balance of focus between digital and traditional media, as outlined in the impact statement, the consortium understands that focusing on platforms that currently reach poorer and more marginalised communities (most likely non-digital) may not address longer-term trends/challenges (such as the increasing use of social media) that are likely to affect the future sustainability of public interest media and/or constructive public debate. Conversely, a primary focus on the digital space may not reach poorer and more marginalised groups who have the most to gain from improved governance outcomes. The consortium will carefully consider this balance and the issue of 'future proofing' interventions in the co-creation phase. The programme's focus on understanding contexts and audiences, as well as its learning-centred and adaptive programme design, will further enable the consortium to respond to rapid changes in media consumption habits and environments as the programme is delivered.

Furthermore, to successfully deliver all outcomes, the consortium acknowledges, and will manage, the inherent risk that 'pushing the boundaries' of media development in difficult contexts could lead to partners' work being closed down. The consortium's focus will therefore be on devising strategies within any given context that both test new ways of engaging poorer and more marginalised groups in public interest content *and* push economic viability[7] to the limit of what is realistically achievable, both politically and financially.

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[7] Defined by DW Akademie as 1) the overall economic environment and media-market structure, 2) revenue sources of media organisations, and 3) media organisations' resources and structures, representing macro-, mid-, and micro-levels: https://www.dw.com/en/the-long-term-sustainable-media-viable-media/a-18670796

The programme's monitoring, learning and adaptation processes will systematically and continually review this risk, helping to guide activity.

C. <u>How the consortium will deliver the outcomes</u>

From citizen journalists and bloggers to digital content providers, community radio stations, commercial media and public service broadcasters, the PRIMED programme will create locally-specific strategies to build the resilience of public interest media **in three countries**: **Bangladesh, Ethiopia** and **Sierra Leone**. These countries were selected to maximise the opportunities for programme learning, with consideration of:

- ***Size of media markets*** – the programme offers a mix of large (Bangladesh), small (Sierra Leone), and emerging (Ethiopia) markets to test theories around financial viability in a range of contexts. In Sierra Leone, financial sustainability of media outlets continues to be a significant challenge, with advertising rates among the lowest in the world. In Bangladesh, a change in licensing laws has seen the establishment of a thriving community radio sector over the past ten years. While in Ethiopia, over 50 publicly owned, privately owned or community radio stations operate, and over 200 blogs and news websites have recently been unblocked by the government.
- ***Differing levels of media restriction[8]*** - to test approaches across a range of operating environments. In Ethiopia, a previously closed media environment (ranked 150 on RSF's 2018 World Press Freedom Index, rising to 110 in 2019) is beginning to open up. In Bangladesh, an already restricted media environment (146 on RSF's 2018 index, dropping to 150 in 2019) is worsening and the media sector is highly politicised, with the arbitrary blocking of news websites and arrests of journalists. In Sierra Leone (79 on RSF's 2018 index, dropping to 86 in 2019), the media sector is pluralistic and independent, and community radio stations which reach a significant proportion of the population broadcast without restriction. However, there were a number of attacks on journalists by the police or by political activists in 2018, especially during the presidential election in March 2018 when the internet was disconnected.
- ***Political will*** – to test approaches for how civic space for media can be opened, maintained, or protected in different contexts. In Ethiopia, a media reform process is underway, and in Sierra Leone opportunities are emerging to work with media partners that were previously not open to change: the new government made specific manifesto commitments that create opportunities to support media reforms. In Bangladesh, the consortium's initial analysis suggests that in a media environment becoming less free, working with local and informal media may present the best opportunities to defend the space for public interest content.
- ***Mix of possible media partners*** – the consortium has identified contexts in which there is an opportunity to work with a mix of media partners (state, community, commercial, digital and traditional) each with different business models and potential routes to viability.

The consortium will adopt a **country-led design, testing and learning approach**. This approach will foster collaboration and generate innovation by bringing together different technical specialists and by closing the gap between media development practitioners working in the non-profit and private sectors. To ensure all work streams are locally-led, activities will be informed by a synthesis of existing knowledge and evidence held by partners in each country, including a robust analysis of media, legal and regulatory frameworks. From this, the consortium will leverage its wide reach across the media and media development sectors to convene local actors (such as regulators, traditional media outlets across print, radio and TV, digital startups, and local and regional journalist networks) and facilitate discussions on where existing media systems are not serving the public interest. This will lead to locally generated consensus about the changes required, as well as an understanding of how interests align within the sector (for example, understanding where potential alliances may exist and where there is willingness to address problems and drive change).[9]

The skills and capacities of consortium members will then be matched with the priorities identified by local actors to develop and pilot new ways of working that will support the sustained and financially viable production of free, independent public interest journalism and provision of fora for constructive public debate. Across all three countries, this process will be underpinned and informed by assessments of how the consortium can: best **achieve meaningful change** based on experience and expertise; ensure activities and impact are **likely to be sustained**; establish where there is **scope for learning from experimentation**; establish how **poorer and more marginalised populations** can be reached; and identify where there is **scope for scalability and replication**. As shown in the Theory of Change diagram

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[8] World Press Freedom Index 2018 and 2019, Reporters Without Borders (RSF): https://rsf.org/en/ranking

[9] Indra de Lanerolle, *What do we mean by 'repairing innovation' in media?*, April 2019 https://medium.com/jamlab/what-do-we-mean-by-repairing-innovation-in-media-bd31f07d9dab

(section 2), the programmatic inputs necessary to achieve our intended outcomes fall within **six principal, interlinked work streams**. The balance between these work streams and the selection of activities will vary in each context. Partners will input across different aspects, in different combinations and to varying depths depending on the opportunities and challenges of each context. An overview of potential activities under each work stream is provided below:

1: *Rethinking regulation* will seek to influence the enabling environment for media (particularly relevant to outcome 2), whether by defending existing space, pushing for improvements, or supporting media to work around existing restrictions. Primarily drawing on the expertise of ARTICLE 19, in conjunction with others, the programme will focus on supporting local media reform processes and strengthening capacity within institutions responsible for media laws, regulation, self-regulation and policy (including those governing digital media) and on reinforcing capacity of all stakeholders to advocate for legal reforms. Illustrative activities include developing self-regulation systems in nascent media sectors, such as within communities of Ethiopian bloggers and citizen journalists, working with the Sierra Leone Association of Journalists (SLAJ) to support repeal of the 1965 Public Order Act (known as the "seditious libel" law, which has been used to imprison and intimidate journalists)[10] and training media and authorities on freedom of expression and "hate speech" in Bangladesh.

2: *Coalitions for change* will support national and regional coalition building (particularly relevant to outcome 2). This work stream will seek to create supportive, resilient alliances and networks of media practitioners and outlets that can advocate for change, hold open civic space, increase the confidence of practitioners and offer a degree of protection for journalists. Primary implementing partners in this stream will be IMS (Ethiopia), FPU (Bangladesh) and Wits (Africa regional networks). In Ethiopia this work could include establishing a media coordination platform for practitioners engaged with commercial, public and community media linked to the UN-supported reform process. Across all countries the programme will seek to engage with other civic platforms to build broad coalitions of aligned interests, including those representing the interests of disadvantaged groups. Proposed platforms for collaboration include Bangladesh NGOs Network for Radio and Communication (BNNRC), Bangladesh *Nari Sangbadik Kendra* (Centre for Women Journalists), South Asia Center for Media in Development (SACMID), Ethiopia Press Club and Community Radio Associations. In Africa it will leverage Wits University's *JAMfest* digital information and media festival and the African Investigative Journalism Conference (AIJC).

3: *Financial foundations* will explore opportunities for increasing the financial viability of media partners, with a particular focus on those that reach, and impact on, poorer, marginalised, and/or disengaged populations (outcome 1). This will involve testing commercial and non-commercial models and incorporating and experimenting with approaches already developed in other markets. Models to be considered may include microfinancing approaches, community sponsorship models, and technical grants to commercial media, alongside exploring the feasibility of public subsidy approaches. This work stream will also examine some of the financial challenges posed by an increasing reliance on digital technology to distribute content, with opportunities to engage with digital companies and innovators to reinforce the accessibility, visibility and findability of public interest journalism in the digital environment. Potential solutions might include the adoption of machine-readable "signals of trust" in algorithms that distribute media content on social media. The primary implementing partner will be MDIF, in conjunction with broader capacity-strengthening activities delivered by other partners. For instance in Bangladesh, we will explore adapting microfinancing approaches to support independent media and rapid prototyping to 'hack' business models aimed at supporting young media entrepreneurs, with the support of FPU.

4: *Relevance, engagement, and trust*. Closely tied to work stream 3, activities in this stream will support co-creation of new, potentially replicable, low-cost production models to reach poorer and more marginalised groups with high-quality public interest media that strengthens audience engagement and trust (outcome 1). Primarily implemented by BBCMA, the programme will work with a range of public service, commercial, community and informal media agencies across traditional and digital platforms in each country context. Local partners will also be supported to devise and embed management and governance structures that support independent, high-quality content. Wits University's *Journalism and Media Lab Accelerator Programme* will also be used to identify and test entrepreneurial approaches to sustainable content production (primarily in digital media) that could work at scale. This work stream could

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[10] Media Foundation for West Africa, *Criminal libel law to be scrapped in Sierra Leone,* December 2018
https://www.ifex.org/sierra_leone/2018/12/17/criminal-libel-law/

also see collaboration with innovators, for example through partnership with Quilt AI utilising artificial intelligence to test the most effective digital content to engage audiences in constructive online debate.

5: *Learning for impact.* Contributing to outcome 3 and led by BBCMA, this work stream will incorporate both practitioner-led learning and creation of rigorous evidence to inform national and global donors and policy-makers (see work stream 6). The consortium will develop mechanisms for learning throughout the programme (systemised monitoring and evaluation) and for bringing external insight into the programme (through research and external stakeholder networks). Wits University will facilitate an approach for designing, testing and adapting work in Ethiopia and Sierra Leone and support similar processes in Bangladesh. This will ensure that interventions are designed with audiences and sustainability in mind and refined in a structured way. *Learning for impact* will also support evidence generation, drawing from existing media development initiatives in Iraq and Zambia to inform programme activities in Sierra Leone, Bangladesh, and Ethiopia. Further technical expertise on impact evaluation will be provided by DWA. Detail on the consortium's learning activities is provided in section F.

6: *Shaping policy* will involve extensive networking and policy engagement at a national, regional and global level, with a particular focus on international media development and governance donors (outcome 3). Further details are provided in section H. As outlined below (section E), the consortium has pulled together a diverse range of partners to optimise the dissemination and policy influencing process, and proposes a Donor and Practitioner Learning Group convened by GFMD as a critical function to ensure continual cross-fertilisation between programmatic delivery and policy influence.

Activities within each work stream re-enforce each other and, where appropriate, the same local partners and their beneficiaries will be involved across work streams to maximise impact. For example, alliances and networks formed under **coalitions for change** (work stream 2) could contribute to advocating for media reform and **rethinking regulation** (work stream 1). Local partners who have stronger **financial foundations** (work stream 3) may wish to take a leading role in **coalitions for change** (work stream 2) or even become involved with **shaping policy** (work stream 6).

D. Skills and capacity of the consortium

The consortium draws on the experience, approaches, evidence and networks of internationally recognised organisations. It brings together a set of core delivery partners with complementary expertise, together with a broader group of technical advisors and delivery partners (individuals and organisations) that will enrich the programme with their skills.[11] The core consortium is comprised of civil society and academic actors, bringing solid links to the private sector through MDIF. Through the participation of ARTICLE 19, it will draw on learning from the DFID-funded PROTECT initiative and will seek to establish close links to DFID's related central investments. An overview of the consortium's core partners is provided below:

ARTICLE 19 is dedicated to, and contributes expertise in, driving national and regional media regulation and international policy that supports free media in constrained societies. It has internationally recognised credentials in legal analysis and policy work, including standards setting, media policy and Internet freedom.[12] It also develops policy analysis and solutions to apply standards to emerging fields.[13] Its legal and policy expertise has influenced decisions of both international and national courts,[14] treaties and other authoritative statements of international law, and national laws related to media and public broadcasting. Effective local to global two-way communication is an essential component of its approach, supported by its network of regional offices. With expertise on the dynamics of regulatory spaces, including processes and interactions that can unlock legal and regulatory reforms, ARTICLE 19's work on the programme focuses on **understanding and shaping the policy, legal and regulatory environments** that underpin free independent media in focus countries.

BBC Media Action (BBCMA) has extensive experience in supporting the development of local media in environments where media freedom is constrained. With expertise in managing complex and dynamic programmes, BBCMA will be responsible for overall consortium management. From 2011-2017, it

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[11] We expect the range of technical advisors to evolve throughout the programme in line with emerging needs and opportunities. See section E for more detail.

[12] See, for instance, https://www.article19.org/resources/freedom-expression-state-aid-media/

[13] See, for instance, social media content moderation: https://www.article19.org/resources/regulating-social-media-need-new-model-protects-free-expression/ or https://www.article19.org/resources/side-stepping-rights-regulating-speech-by-contract/

[14] See, for instance, https://www.article19.org/resources/european-court-issues-landmark-decision-on-freedom-of-expression-online/

implemented an A+ scoring DFID-funded £90M award across 14 countries, managing 157 local media partnerships. As lead for the overall research and evidence component of the programme, BBCMA's research teams will bring global leadership and excellence[15] in audience-focused research to inform strategies and programming and to evaluate what works, what doesn't and why. While highly contextualised, BBCMA's programming approach typically will seek to improve the quality and standards of local partners' content, particularly through **editorial, production and management capacity strengthening**, drawing on expertise from the wider BBC. Such work is often linked to broader programming at scale to improve citizens' access to, and engagement in, constructive public debate. BBCMA will lead design and delivery of production and management models for audience-focused, mass media and communication programming. Having operated in all three focal countries for more than ten years, it brings in-depth understanding and experience of the local media landscapes.

Free Press Unlimited (FPU) helps local journalists to provide audiences with trustworthy news and information. In the programme, FPU will lead on **developing local and regional network and coalition building in South Asia**, with a focus on Bangladesh, and contribute advice and learning across work streams, including **on gender equality in the media**. FPU's extensive track record in advocacy and media capacity building covers 42 countries, including Bangladesh. Through a partnership with BNNRC, a community radio sustainability strategy was published and 18 community radio stations were officially licenced. Furthermore, FPU and BNNRC delivered a fellowship project to increase the number of women working in community radio, with 72% of the women finding employment after the fellowship. FPU is a member of International Freedom of Expression Exchange (IFEX) and the World Bank's Global Partnership for Social Accountability, an active member of GFMD, a co-founder of the Journalists in Distress Network coordinating emergency support to journalists, and advocates internationally and locally to improve journalism safety. FPU also works to support SDG 16.10 by convening regular national multi-stakeholder meetings.

International Media Support (IMS) support to public-interest journalism in conflict affected, fragile and transitional states has benefitted over 60 countries. With more than 500 national partnerships established, IMS's approach centres on three areas: participating in and building international and regional coalitions; linking local impact and knowledge from its country programmes to global policy and standards development; and ensuring knowledge transfer and sustained local partner involvement in global discussions.[16] In the programme, IMS will lead on **local and regional network and coalition building**, with a focus on Ethiopia and Africa, contribute advice and learning across the consortium, and provide **links to the global agenda in support of SDG 16.10**. Since 2002, IMS has been engaged with Ethiopian media to conduct in-depth analysis of the media environment[17], build the capacity of journalists and editors in public interest and digital journalism, help to establish an Ethiopian Editors Forum and strengthen the Community Radio Association. IMS's network engagement includes media development coordination and local-global knowledge transfer via GFMD, a focus on the safety of journalists via UNESCO[18] and on technology and human rights policy via the Global Network Initiative (GNI).

Journalism and Media Lab (JAMLAB), University of the Witwatersrand, Johannesburg (Wits). JAMLAB is a Wits University programme based at Tshimologong Digital Innovation Hub in partnership with the journalism and media department. It is the only innovation lab and incubator in Africa dedicated to journalism and media. Its accelerator programme supports entrepreneurship and start-ups as well as digital skills development, providing coaching, mentoring, working space, technical support and the opportunity to meet leaders in journalism as well as potential investors and partners. Wits University is one of the African continent's leading research universities with an academic staff of over four thousand. The 2017 Academic Ranking of World Universities (ARWU) places Wits as the highest-ranked university in Africa. Wits will lead on facilitating locally-led programme design and support work streams 4 and 5 through its accelerator programme.

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[15] Independent evaluators for BBC Media Action's DFID Global Grant described BBC Media Action's Research and Learning department as "world class".

[16] Partnerships include media outlets, press freedom and human rights groups, UN and government agencies, and global networks for media development amongst others.

[17] Conflict, Peace and the Media in the Horn of Africa – Options for media development and professional exchanges between media communities in Ethiopia, Somalia and Sudan (2003); Ethiopia in Transition: Hope amid challenges (2018), Assessing the capacity, challenges and sustainability of the community radio sector in Ethiopia (2019)

[18] Defending Journalism – How national mechanisms can protect journalists and address the issue of impunity (2017)

Media Development Investment Fund (MDIF) supports the business and financial sustainability of commercial media that provides the news, information and debate people need to build free, thriving societies. MDIF provides affordable financing and technical assistance around financial and business management to independent news businesses providing quality public service information in environments where access to such news and information is under threat. It draws on a network of in-house and private sector expertise to provide tailored business advice and assistance to support media viability. MDIF has provided more than $170 million in affordable financing and technical assistance in media management to 115 independent media companies and 350 projects in 40 countries. MDIF's expertise will be utilised across the proposed focus countries to **test and develop locally-relevant business models with individual companies and to assess opportunities that may exist for viable future investment**. MDIF will also contribute analyses of media markets and provide technical expertise on business and financial skills for local media.

Support to the programme's **Research Technical Advisory Board** (described in section E) and consortium partners will be provided by the following individuals and institutions throughout the programme's design and delivery: **Loughborough University**; **Dr Claire Wardle** [19]; **Dr Matilda Andersson**[20]; and **Anya Schiffrin**[21]. In addition, **Quilt AI** and **Crowd DNA** will form part of the programme's specialist delivery partner group and their services sought to support research, evidence and learning as required (see section F). Through technical consultancy, the programme will draw on expertise from **DW Akademie (DWA)** for work focused on the development and sustainability of local media organisations. DWA delivers media development projects that strengthen the human right to freedom of opinion and promote free access to information, and is part of the German broadcaster Deutsche Welle. The programme will also work with **technical partners on stakeholder engagement** (described further in sections E and H)**.** These include the **Global Forum for Media Development** (GFMD) who will lend their sector convening power to the consortium networks; the **Communication Initiative** (CI) who will provide important links to grassroots media development and communication networks; and **Global Voices** who will provide essential links to a global network of bloggers, journalists, translators, academics, and human rights activists focused primarily on digital trends.

E. Governance of the consortium

The following consortium structure has been designed to enable the development of a robust global framework, with a cross-cutting evidence and learning strategy (outcome 3) that supports effective, locally-owned project design and implementation (outcomes 1 and 2). The structure also allows for input from a wide range of specialist partners that will engage with the programme at key points to ensure that it delivers its objectives:

- **Core partners**. As core consortium members, they will work collaboratively to design, develop and implement the programme at a global and country level, in conjunction with local partners. There are six core partners bringing field-leading skills and expertise: ARTICLE 19, BBCMA, FPU, IMS, MDIF and Wits.
- **Stakeholder engagement technical partners**. These partners – CI, GFMD and Global Voices – will link the programme to the media development sector and beyond, generating fora and platforms to ensure insights from the programme are shared and that the programme continues to incorporate external learning. A policy partnership with GFMD will support the convening of a donor/practitioner group focused on improving support for independent media (see section F).
- **Research Technical Advisory Board**. This will provide largely in-kind contributions in the form of time, expert knowledge and peer-review of research and evidence design, strategy and analysis. A funded partnership with DW Akademie will specifically focus on measuring media viability and the development of innovative monitoring systems. The individuals and institutions approached by the consortium are named in section D.
- **Specialist delivery partners:** A flexible set of partners providing a mix of funded and in-kind contributions to the programme across specialist areas of digital media, research, evidence and technology. Expertise will be drawn down as required or requested to support country programmes and evidence generation, and budgeted according to activity.

To ensure delivery on time, on budget, and aligned to programme objectives, core partners will form:

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[19] Executive Director of First Draft, a non-profit working on research and practice to address mis- and disinformation
[20] Managing Director at Crowd DNA, an international cultural insights and strategy consultancy
[21] Director of the Technology, Media, and Communications specialisation at Columbia University's School of International and Public Affairs

- **A Core Delivery Group (CDG)**: chaired by a Project Director recruited by BBCMA and involving each core partner. This will be the global decision-making group and will meet quarterly.[22] It will oversee four management teams focused on: (i) programmatic activity; (ii) financial management and compliance; (iii) research and evidence; and (iv) policy and stakeholder engagement. The research and evidence team chaired by BBCMA will liaise with the Research Technical Advisory Board (meeting biannually)[23], and oversee development of the global research design for both programmatic and "learning" countries[24], in close consultation with local staff (see section F).
- **Country Programme Delivery Teams (CPDT)**: the CDG will be complemented by a decentralised model for country-based decision-making on programme design and activity allied to the global strategic monitoring framework. In line with the learning approach (see section F), this will ensure programmes are rooted in the context, with particular attention paid to **local partners' involvement.** Meeting quarterly and chaired/coordinated by BBCMA, these groups will include representatives of **core partners, local partners and networks** and will coordinate with regional networks.
- A **Programme Board (PB)** will be established to oversee risk, provide overall strategic direction, and resolve dispute. The PB will include senior representatives from all core partners, with a standing invitation to DFID. It will meet biannually during the programme implementation phase, and potentially more regularly during co-creation.
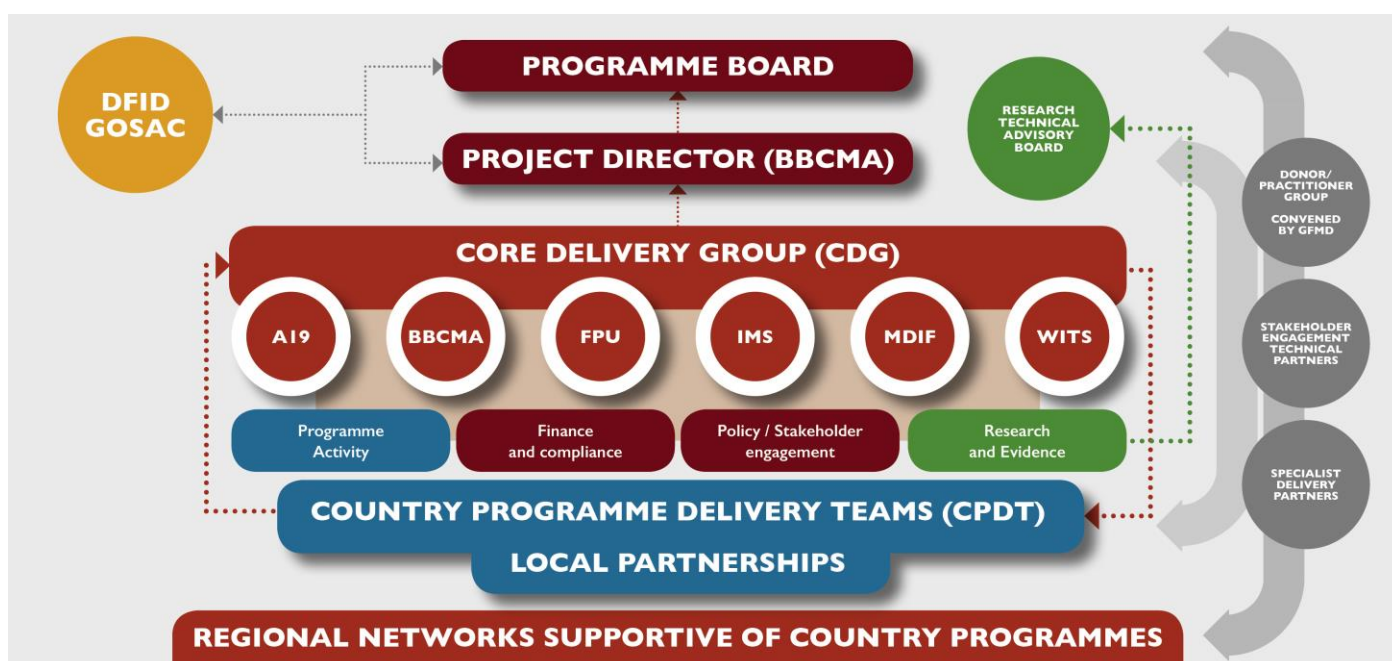
Capacity of the consortium lead: BBCMA will be responsible for: establishing robust financial management and strategic risk monitoring and mitigation systems for adoption throughout the programme; effective communication flow with partners and beneficiaries; and oversight of financial and narrative reporting to DFID. It will hold ultimate responsibility for the delivery of the programme, reporting in to the PB via the Project Director. BBCMA has in-depth experience managing highly complex projects involving multiple stakeholders. Its £90m Global Grant from DFID worked in 14 countries to reach over 283 million people. The project consistently exceeded expectations, scoring A+ or A++ at all Annual Reviews. BBCMA also led a multi-million dollar communication project in India to create one of the largest scaled and sustainable mHealth services in the world. This involved establishing public and private sector relationships across mobile network operators, technology providers, commercial suppliers and government. BBCMA has strong experience of managing in-country consortia in challenging environments. In response to the Rohingya crisis in Bangladesh, it leads a multi-donor specialist humanitarian communication consortium. Involving three core agencies and more than 20 other partners, the programme is worth £2.1 million over 15 months and is delivering comprehensive research, capacity strengthening, multimedia content production and policy elements.

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[22] In the co-creation phase, the CDG will meet monthly.

[23] In the co-creation phase and first year of the programme, we envisage the Programme Board will meet quarterly in order to inform research design and measurement plans.

[24] Whilst programmatic implementation is proposed in Bangladesh, Ethiopia and Sierra Leone, we will draw upon in-depth research and evidence work in Iraq (on transitional context) and Zambia (on small media markets) to inform programme implementation.

BBCMA will recruit a Project Director to lead a small programme management unit, chair the CDG and report to the PB and DFID. BBCMA has strict financial controls, procurement processes and project reviews in place to monitor project performance that will be refined for use in this programme. CPDTs will provide quarterly narrative and financial reporting to the CDG. Six-monthly reviews will provide mutual accountability between country and central programmes. These reviews will build in mechanisms for country teams to interact with each other, rather than only with the CDG, and encourage horizontal learning. Use of Skype, WhatsApp groups and email will enable regular communication across the consortium. Broader programme planning and budget setting will occur on an annual basis in close consultation with DFID.

Risk assessment and management: A full risk assessment will be undertaken during co-creation phase, with a risk register produced and reviewed at quarterly CDG meetings. Key risks will include:

- Support to independent media in politically constrained environments may compromise safety and security of local staff and organisations, and present reputational and operating difficulties. **Likelihood:** Medium; **Impact:** High. **Mitigation:** safety and security of staff, partners and beneficiaries is paramount. Initial risk assessments completed with security protocols and activities designed accordingly and regularly reviewed and reported at CPDT and CDG level. Early reporting to DFID of any increased risks or required programme adjustments.
- Challenging operating environments and complex set-up of consortium and downstream delivery partners could lead to delay in implementation. **Likelihood:** Medium; **Impact:** Medium. **Mitigation:** full, realistic project management plan set-up during co-creation in conjunction with DFID.
- A global programme working across multiple countries and with a complex set of international and local partners could increase the risk of safeguarding issues. **Likelihood:** medium; **Impact:** High. **Mitigation:** Safeguarding and ethics considerations part of programme design and set-up with full risk assessment completed. Safeguarding protocols in place by consortium lead. Expectations and commitments clearly communicated throughout consortium at all levels, and any incidents promptly reported.
- Some local partners may not have capacity and resources to evidence compliance with DFID's Code of Conduct. **Likelihood:** High; **Impact:** High. **Mitigation:** BBCMA is familiar with DFID requirements and will work with all partners receiving sub-grants to develop contextually appropriate compliance plans in accordance with the Code. Capacity-strengthening around core financial management and safeguarding requirements will be built in to partnerships where required.
- A broad, multi-layered consortium may increase fiduciary risk. **Likelihood:** Medium; **Impact:** High. **Mitigation**: strict financial reporting requirements established at the outset; all partners responsible for management of sub-grantees as per DFID's compliance model.

Visibility: The consortium will acknowledge UK funding, both in-country and when communicating its work to external audiences, in accordance with DFID guidance and taking into account both editorial independence and safety and protection of staff and partners.

F. Learning and evidence for knowledge, adaptation and policy influence

The learning and evidence component of the programme will be led by BBCMA, working closely with Wits, and alongside DWA as a technical measurement partner. The group will be supported by the Research Technical Advisory Board (described in section E), which will provide practical guidance on research tools, propose fresh ideas and provide methodological rigour. A learning strategy based on a global framework will be set up at country level, which will also include local partners.

While project level impact data and sharing on the effectiveness of media development initiatives have improved significantly in recent years[25], a clear evidence base on enabling financial viability of independent media is sparse, especially in fragile and resource poor settings. This evidence gap is widening as the economic, political and technological environment in which independent media operates has deteriorated in recent years.[26] This is further exacerbated by the lack of clear research/practitioner/donor fora to share the evidence that does exist. A February 2019 meeting of media development practitioners, convened by BBCMA and hosted by the Rockefeller Foundation, focused on "reimagining" media development. This was precisely because the strategies that had once proved effective were decreasingly fit for purpose and the collaborative systems for reinventing and refreshing approaches were lacking. In this sense, this

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[25] See, for example, BBC Media Action's Data Portal dataportal.bbcmediaaction.org
[26] Anya Schiffrin, *Fighting for Survival: Media Startups in the Global South*, University of Columbia, January 2019

programme is expected to provide a unique, and uniquely valuable, source of insight and learning into which approaches do and do not work, and will contribute to wider efforts to improve the evidence base.

There is also recognition among media development partners that what little evidence does exist has not been applied effectively. This is due to: a lack of resources; limited demand for media development organisations to apply systemised monitoring and evaluation to capacity strengthening interventions; lack of time to review and adapt work accordingly; and the low availability of skills at the local level to ensure understanding, uptake and use of insights. The programme will particularly work to:

- Support an adaptive approach to programming with a particular focus on local-level, grassroots experience;
- Support programme partners and networks of practitioners to ensure that learnings are generated and shared locally, regionally and globally;
- Identify fit-for-context, effective strategies and approaches to support politically and economically resilient media; and
- Ensure that insights derived from the programme inform policy-makers and donors, facilitating more coherent support to media freedom.

The programme's learning and evidence strategy will be rooted in a "four levels" approach, which recognises audiences, practitioners, organisations, and wider media systems as critical analytical lenses through which to consider media development.[27] Through this approach, partners will be supported to conduct audience research to ensure that interventions are designed with the audiences' and practitioners' needs at their heart. It prioritises the implementation of a continuous monitoring system in order to inform iterative programme learning and adaptation and contribute to effective evaluation over time. This is proposed as the most effective evaluation approach in order to facilitate flexibility and local ownership.

The strategy will be framed by some **key questions** finalised at co-creation stage but likely to include consideration of:

- Which strategies for enabling the financial viability of free, independent public interest media hold most promise in programme countries?
- What contribution can building collaborative and multi-stakeholder networks/partnerships make to improve the prospects of viability for independent public interest media?
- Which activities a) improve the capability of media support organisations to support independent public interest media; b) enhance evidence and learning and c) influence the quality and sustainability of independent, public interest journalism?

To secure the effectiveness of outcomes 1 and 2 through adaptation and learning, and to generate robust evidence to underpin the delivery of outcome 3, the programme will adopt three core processes:

- **A robust monitoring and evaluation system** will ensure that learning-from-doing is continuously fed back into programme implementation, shared and understood within the consortium and beyond.
- The programme will build the capacity of partners to use an **adaptive programme design, implementation and learning process.** This will be interactive and employ participatory methods and audience research, modifying implementation strategies according to feedback.
- A **research lab approach** will be adopted to **generate key pieces of evidence** in areas of need identified by the consortium and the wider sector. As well as testing innovations in the programme's three focus countries, this will include evaluating established media development interventions in **Zambia,** where the consortium has experience building capacity of independent media over a number of years[28], and **Iraq,** where the development of an independent radio station has helped to generate audience demand for public interest media**.**

These three processes will be applied to the programme in the following ways:

Systematic monitoring and evaluation: A sustained and systematic approach to monitoring and evaluation will amplify programme impact by providing data in an effective, timely way so that activities can

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[27] S.J. Ball-Rokeach, *A theory of media power and a theory of media use: Different stories, questions, and ways of thinking*, *Mass Communication & Society*, 1998, 1:1, p.5–40.

[28] BBC Media Action, *Radio Waves and Zambia Speaks! How support to local radio stations empowers social change*, 2019 https://www.bbc.co.uk/mediaaction/publications-and-resources/research/summaries/africa/zambia/research-summary-zambia-capacity-strengthening

be adapted. The programme's monitoring and evaluation framework will be informed by the key learning questions to be finalised in the co-creation phase. From this, central indicators will be constructed and measured across the programme, drawing on DWA's experience in measuring media viability and BBCMA's experience in measuring global indicators across governance outcomes in ten countries.[29] Value for money measures will be developed as part of this process.

Building on these indicators, the programme's research team will design a monitoring and evaluation system that generates real-time data across the programme's focus countries, captures applied learning, and enables practitioners to analyse data and take action accordingly. Practitioners will be able to collect qualitative monitoring data, for instance by submitting voice recordings or short videos about their experiences, and use online diaries and discussion groups to reflect on and validate learning with others.

This monitoring system will build in coding and tagging mechanisms so that data can be summarised for both practitioners working locally and the research and management teams globally. It will be designed with usability in mind and take into account communication tools and methods currently used by practitioners. The system will enable examination of which elements of implementation are effective, and why, across programme contexts. Findings will be collated for stakeholder discussion and quality assurance by the Research Technical Advisory Board. It is intended that this programme system will be applicable for other programmes and organisations outside the consortium, to improve overall monitoring of media development interventions.

Adaptive programme design and implementation: Wits University's JAMLAB process outlined in section C will be used to inform programme design. The adoption of this process will generate data from action research, reflection and implementation. Inclusion of the digital accelerator lab will systemise monitoring and insights to be fed back in to implementation.

Media lab: Alongside the accelerator, the programme will also adopt a "lab" approach to generate empirical evidence in areas of need identified by the consortium, donors and policy-makers and linked to the question areas outlined above. The lab will be a collaboration between media development, academic, and other organisations (not restricted to this consortium) designed to substantially accelerate learning of what works to achieve political and economic resilience of independent public interest media. This work could range from an independent evaluation of a community radio station in Zambia to examine factors that were most successful in increasing its viability, or using Artificial Intelligence (AI) to assess how effective innovative digital output can be at engaging audiences in public interest content. The findings from this work will be framed for different audiences to improve the impact of their investments and policies in this area.

Data from the three processes highlighted above will be analysed and reported on to generate insights. Throughout the programme, the consortium will ensure that there is time and space given for partners to convene to digest research, discuss learnings and collectively come up with solutions to challenges faced. Partners and practitioners will be encouraged to continually share their learnings, for example by writing a blog summing up a meeting or producing a video explaining how they conducted audience research. Ensuring that learning is embedded in the process will help cultivate a culture of openness, where practitioners will be encouraged to talk about their challenges as well as their successes. To ensure these insights are used beyond the consortium, country and regional networks will be leveraged (or, where they do not exist, created) to share, digest and discuss learning created by the programme. Consortium partners are members of several influential networks through which insight and learning from the programme will be communicated, including networks around safety of journalists and IFEX. This activity will be mapped to national level policymaking processes, focussing where possible on opening up policy dialogue and action with governments sympathetic to the programme's objectives as well as media, civil society and other national actors. The discussion generated by these activities will be vital to ensure learning is shared across institutions. Key insights and learnings gained from this process will also be fed into the advocacy and consortium building work under outcome 2.

Shaping policy: Briefing materials capturing learning and evidence from the consortium and aimed at policy level decision-makers will be published throughout the programme. Impact on media support and governance policies will be achieved by building on the extensive experience consortium partners have in policy engagement and their networks in policy arenas. For example:

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[29] BBC Media Action Data Portal http://dataportal.bbcmediaaction.org/site/themes/governance/

- **OECD DAC Governance Network**: BBCMA has been an adviser to the OECD Development Assistance Committee (DAC) Governance Network on governance-related issues for a decade and has supported the convening of several donor meetings and DAC publications on how to improve media support. Engagement with this network will continue throughout this programme and become increasingly linked to other policy processes (such as the SDG 16 Agenda).
- **Donor and Practitioner Learning Group**: There does not currently exist a regular forum where practitioners and donors (multilateral, bilateral and philanthropies) can share learning of what works and does not work in achieving impact in media development. As noted above, we foresee a Donor and Practitioner Learning Group convened by GFMD as a key programmatic activity. We will also seek to convene specific donor and practitioner meetings clustered around the particular research questions which this programme will explore and answer. Donors that have expressed a particular interest in improving support to independent media within the OECD DAC Governance Network include the development agencies of Canada, France, South Korea, Germany, Norway, Sweden, Switzerland as well as the UK. Philanthropic foundations which are likely to be a particular focus for engagement include Luminate, Open Society, MacArthur, Rockefeller and Bill & Melinda Gates Foundations.
- **Bilateral agencies**: BBCMA has had strategic policy engagement with the UK government (both DFID and the FCO) for well over a decade. Similar relationships exist between IMS and its principal funders from the Scandinavian bilateral development agencies, between FPU with its principal donor, the Netherlands Foreign Ministry and between DWA and the German government. These engagements will become increasingly connected and strengthened through this programme.
- **Multilaterals**: The programme will build on close working relationships with UNDP, UNESCO and the World Bank, and build stronger relationships with regional multilateral bodies such as the UN Economic Commission for Africa and the African Union in order to support discourse around support to media development and freedom initiatives in a governance context.
- **Private sector investors**: MDIF already has strong private sector links and expertise. Additional policy linkages will be explored with other private sector networks, particularly at the national/regional levels. The consortium will seek engagement with other efforts to galvanise private sector investment in public interest media such as the United for News coalition, of which MDIF is a partner.
- **Media development**: The programme will work through the GFMD to ensure that the policy engagement it advances is consistent with the rest of the media development sector. The programme will consider support to GFMD to establish a 'help desk' for policy actors requiring guidance on what strategies or analysis to consider when designing a media support investment. The programme will also collaborate on policy influencing with the US Center for International Media Assistance (CIMA).
- **Technology companies**: The programme will, where relevant, engage with Google, Facebook and other technology actors that are investing in capacity building and other initiatives (such as fact-checking and 'trust indicators') in many of the contexts where this programme will work in order to share learning.
- **International financing initiatives**: BBCMA has proposed that the severity of the crisis facing public interest media in resource poor settings is so great that a Global Fund for Public Interest Media be considered to enhance the prioritisation and coordination of media support, as well as mobilise substantial new resources for it. Luminate has provided a grant for a feasibility study for such a fund to be considered. BBCMA has also started discussions with the Information and Democracy Commission, initiated by Reporters without Borders and including a broad government and media partnership, to build in propositions related to the funding and financing of independent media. This programme will share experience and, where relevant, build linkages with these initiatives.

G. Gender equality

Media's influence on gender equality and women's empowerment is well documented.[30] The programme will consider gender equality throughout its approach and all activities will be gender-sensitive and, where possible, gender-transformative. All consortium partners have extensive experience in mainstreaming gender and inclusion in their work. We will ensure gender sensitivity of all forms is considered when selecting and finalising relationships with local partners. Important considerations for this programme will include:
- **Research**: all programme research will ensure equal and meaningful representation of women and girls and all data will be disaggregated by gender. Research will explore gender differences in information needs, media habits and access to various media platforms (for example, digital access for

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[30] BBC Media Action Policy Briefing, *Making waves: Media's potential for girls in the Global South,* 2014
http://downloads.bbc.co.uk/mediaaction/pdf/policybriefing/media_potential_for_girls.pdf

women and girls often lags behind that of male audiences[31]) and analyse what those differences mean for media partners' content production and business models. We will also use research to analyse intersectionality – the interlocking factors that compound inequality for some women. During co-creation, the needs of women in relation to the programme's intended outcomes will be assessed.

- **Media management**: encouraging the adoption and implementation of policies with media organisations to promote gender equality and sensitivity in employment and professional development. This will be specifically addressed in the consortium's work to improve the management models of local partners under work stream 4.
- **Media skills development**: striving to achieve gender balance in training activities and providing specific support to increase women's participation and leadership within the media.
- **Content production**: work with all media partners to increase balanced and meaningful representation of women and girls, and ensure that content provides relevant information to both women and men.
- **Safety for female journalists**: the programme will be sensitive to the different threats and assaults that female journalists face compared to men, both offline and online. It will explore appropriate activities such as setting up safety mechanisms and tailored, women-centred protection training modules.
- **Safety mechanisms for female audiences**: the consortium is aware of the risk of backlash against women who speak out within the public platforms which may be created through this programme; the risks faced by women online; and the protection of female sources that are interviewed by journalists and feature in content. Mitigation strategies will include: training of journalists in protecting sources; developing policies and community guidelines informing sources about the risks of speaking out; and ensuring partners are provided with guidelines/support on digital security.
- **Regulation**: the programme will seek opportunities to embed gender equality into media regulation and self-regulation systems, as well as to facilitate dialogue between journalists and women's representatives around the programme's outputs.
- **Media networks and associations**: the programme will seek to engage with sector-level bodies which represent female media practitioners, such as Nari Sangbadik Kendra (Center for Women Journalists) in Bangladesh and Women in the Media in Sierra Leone (Wimsal).
- **Consortium governance:** the consortium will be conscious of gender representation within consortium members' own internal teams, fostering a working culture globally that inculcates gender equity in the workplace.

H. Value for money (VfM)

The programme will integrate the skills and expertise of its broad set of partners to ensure costs and outcomes are tracked through programme design and delivery in order to achieve VfM. Programme management and governance structures have been designed to enable **efficiency** and **effectiveness** in delivering against objectives at global and country level. Utilising existing knowledge and learning from similar contexts in programme design (in this case, Iraq and Zambia) provides **economy** for, and increases **effectiveness** of, implementation, with locally-led decision-making more effectively considering **equity** and local partner involvement in design of activities leading to greater chances of **sustainability**. Policy and research focused on providing evidence to inform future effectiveness of media support interventions will amplify VfM. More specifically, the consortium will adopt the following approaches to deliver VfM:

Economy:

- Partners will share premises with each other or local project partners where appropriate and cost-effective. BBCMA has established country offices in all three countries. ARTICLE 19 (office) and FPU (through partnerships) have an existing presence in Bangladesh and IMS in Ethiopia. All partners are already operational in the implementation regions (East, West Africa and South Asia).
- Appropriate processes will be followed when procuring goods and services. Where appropriate, and quality assured, local procurement will be undertaken. Partners will share lists of preferred suppliers globally and in-country and seek to secure preferential rates that can be applied across all partners. BBCMA will leverage access to BBC pre-approved suppliers benefitting from savings of up to 20% on market rates.
- Through the value of the BBC brand, BBCMA is able to develop collaborative partnerships with national and local media. From 2013-2016 it leveraged airtime to the value of £26 million and it will bring this

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[31] The 2015 Nielsen Media and Demographic Survey in Bangladesh found that 25% of male respondents had ever used the internet, compared with 6% of female respondents.

form of economy to this programme. In addition, BBCMA can draw upon increased expertise of the wider BBC as the broadcaster increases its investment in its East African language services.

- BBCMA will further leverage donations made by corporate partners for the benefit of the programme. This includes free goods and services from software licenses and camera equipment through to flights, accommodation and social media advertising.
- Core partners bring with them long-held, trusted relationships with local partners, and experts with significant institutional and technical experience, which will reduce time and transaction costs to mobilise the programme. Unless individuals are employed to work on the programme exclusively, salaries and associated costs will be budgeted based on level of effort.
- MDIF will support the programme by providing gift-in-kind media market analysis.

Efficiency:

- Operation of a collaborative country-led management model will enable the integrated development of country programmes, with appropriate and efficient application of technical expertise from core partners (in different combinations) according to needs in each country.
- VfM measures, including identification of key cost drivers, will be developed during co-creation and tracked throughout, offering reporting data to inform strategic decision-making. This will be critical for efficient implementation of an adaptive learning approach (as described in section F).
- BBCMA will develop and lead internal grant management processes for the programme. These will be reviewed on a quarterly basis during the early stages of the programme using project data and adjusted if necessary.
- Core partners have extensive experience in high risk and fragile environments, particularly relevant to Bangladesh and Ethiopia, with effective risk management strategies and structures in place to adapt efficiently to a changing environment.

Effectiveness:

- Programme effectiveness will be driven by the consortium's *learning for impact* work stream. This will draw on BBCMA's Research team which conducts population-based and practitioner research to interrogate the barriers to and drivers of, more effective practices and supportive norms around media freedom; and Wits University's 'action research' approach to building resilient media networks. Both are regarded as leaders in their field, and will provide the consortium with a regular feedback loop to encourage evidence-based decision-making on programme direction.
- To ensure greater accountability to programme beneficiaries, we will ensure the voices of local media play a central role in VfM assessments.
- The reputation of consortium partners will support the programme's resilience in some contexts. In particular, the BBC's popularity and significance in Bangladesh protects it from the political pressure felt by other media outlets. Along with existing government relationships held by both BBCMA and ARTICLE 19, this will support work on a high profile subject in a highly constrained environment.

Equity:

- Consortium partners bring strong expertise in considering the needs, and designing programming to ensure the meaningful inclusion, of traditionally marginalised groups.
- FPU brings particular expertise in gender transformative media work and ARTICLE 19 in religious and sexual minorities that will be utilised in programme and research design
- All core partners disaggregate research data by gender and other demographic characteristics and many have a strong approach to equity considerations.
- BBCMA's approach to research, monitoring and evaluation seeks to understand barriers to access and engagement across all of its programmes, including social norms. BBCMA also conducts segmentation analysis using psychographic characteristics, which can often be a strong methodology to enhance the engagement of marginalised populations.

As consortium lead, BBCMA will be responsible for overall financial management and accountability. BBCMA works to protect against and detect any mismanagement or misuse of funds. This is made possible by robust policies, financial systems and processes, specialist teams (including an internal audit and risk function), risk management tools and developments in management information. BBCMA's organisational values and culture create an environment in which these structures and processes can maximise VfM. A bespoke accounting and financial reporting package, operating on a global cloud-based technology platform, provides country programmes real-time access to financial information, streamlines financial

reporting and enhances monitoring and analysis of expenditure. BBCMA will utilise these existing systems in order to deploy a clear, consistent and rigorous financial management framework for the programme. BBCMA has completed a successful initial review of all core partners' financial and management viability for the programme. This will be followed by more detailed due diligence in particular areas, including finance, before sub-grants are awarded.

SECTION 2: THEORY OF CHANGE

Trusted, inclusive, pluralistic and independent media play a critical role in supporting effective and inclusive governance and the development of healthy information ecosystems[32] and are essential to achieving both the SDGs[33] and the development of open societies.

However, media and journalists are facing many **challenges**. Financial viability of public interest media is under intense pressure globally, and there are few examples of public interest media utilising credible methods to achieve financial viability in weak economies characterised by fragile or authoritarian politics. This affects **institutional capacity** to produce high-quality public interest journalism.[34] Technological, economic and political trends all suggest that the climate for such financial viability is likely to become more hostile in the future.[35] Global press freedom is in decline[36] and this is reflected in the **regulatory**, **legal** and **political** environment in which journalists operate in many developing countries. The capture of digital media markets by large **technology** companies threatens already fragile business models, and **digital trends** are influencing **societal demand for, and trust in, news, information and public debate.**[37] Efforts to address these global challenges have been hampered by the lack of a substantial, coordinated and sustained response from media development practitioners and donors, and the lack of evidence on 'what works' in supporting media freedom.[38]

Strategies

This consortium will **do media development differently**, in the belief that **fresh and different approaches** and, crucially, **different *combinations* of approaches** to supporting independent media need to be synthesised to find innovative solutions to these intractable challenges. It combines the **highly diverse and complementary skill sets** of organisations (including world-class technical and digital partners) that have both **immense experience** and strong **track records in innovation** in an alliance that has rarely been formed before. It brings together skills from the private and development sectors, as well as skills in investment, capacity building, public interest media, technology, and political economy.

The partners will implement a **locally driven**, **system-wide** approach to identifying and **addressing critical challenges** that inhibit media independence in **Bangladesh, Ethiopia** and **Sierra Leone** (selected to offer a rich and diverse testing ground for innovation), while also **learning from other contexts** in Iraq and Zambia. The work will be underpinned by expertise in understanding audiences and media eco-systems.

At the centre of the PRIMED programme will be a **flagship learning initiative** that will consolidate existing knowledge and generate learning, insights and evidence at multiple levels to inform the programme's **adaptive approach**. This initiative will also **inform, influence and ultimately strengthen media support policy, practice and investment** at the national and global levels.

PRIMED will play a major role in **informing global policy debate around media development**. Consortium members will work beyond the programme to convene policy debates capable of improving the **coherence, effectiveness and prioritisation** of media support, rooted in a better understanding of which funding and investment strategies work. The programme will also better situate and prioritise the **role of independent media in the context of development debates** (especially the SDGs), **diplomatic and advocacy debates** (for example in the context of the UK and Canadian partnership on media freedom), and **governance policy** (including within the context of the OECD DAC Governance Network, the UN and, where possible, at a national level).

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[32] See, for example, *UNDP's Engagement with the Media for Governance, Sustainable Development and Peace* https://www.undp.org/content/dam/undp/library/Democratic%20Governance/OGC/UNDP%20Engagement%20with%20the%20Media.pdf

[33] UNESCO Director for Freedom of Expression and Media Development, Guy Berger, speaking in January 2019: https://en.unesco.org/news/why-independent-media-matter-sdgs

[34] ARTICLE 19, *The Expression Agenda Report 2017/2018*, https://www.article19.org/wp-content/uploads/2018/12/XPA-Report_A19.pdf

[35] Martin Moore and Damian Tambini, *Digital Dominance: The Power of Google, Amazon, Facebook and Apple*, OUP, July 2018

[36] World Press Freedom Index 2018 and 2019, Reporters Without Borders (RSF): https://rsf.org/en/ranking

[37] ARTICLE 19, *The Expression Agenda Report 2017/2018*, https://www.article19.org/wp-content/uploads/2018/12/XPA-Report_A19.pdf

[38] Mary Myers and Linet Angaya Juma, *Defending Independent Media: A Comprehensive Analysis of Aid Flows*, CIMA Digital Report, June 2018

Outcomes

Programme activity will vary significantly depending on the different contexts and challenges in each country of activity (see section C) and on consideration of key tensions (discussed in section B). It is envisaged, however, that activities under each work stream (see sections B and C) will lead to the following intermediate outcomes:

Intermediate Outcome 1: Successful models of working that support inclusive public interest journalism developed with partners and incorporated into existing management structures.
Intermediate Outcome 2: Enhanced strong and inclusive coalitions that defend and support the space for media freedom and viability in different contexts (whether by defending existing space, enhancing enabling environments or supporting media to work around restrictive environments).
Intermediate Outcome 3: Learning and evidence generated within and beyond the programme: **(a)** is synthesised, used and disseminated by consortium members, programme partners and broader learning networks **(b)** influences donor and policy discourse and support to media development and freedom initiatives.

Impact against these intermediate outcomes will be at achieved at four levels (audience, practitioner, organisation and systems) to successfully meet the outcomes contained in the ToR:

Outcome 1: Increased adoption of business, management and production models tested by programme that can deliver free, independent public interest journalism and fora for constructive public debate.
Outcome 2: Improved capacity of regional, national and local organisations to support independent public interest media.
Outcome 3: Enhanced evidence and learning within and beyond the programme, together with strong networking and policy engagement to facilitate more coherent international support to media freedom.

Impact

The consortium sees these outcomes as working holistically towards building resilient, viable, independent and pluralistic media, achieving DFID's overall intended impact of **'strengthened ability of independent media in developing countries to produce free, independent public interest journalism and provide fora for constructive public debate, both offline and online'.**

More broadly, we expect that this work will contribute to the broader impact of the media sectors in developing countries contributing to good governance outcomes, with a particular focus on accountability and inclusion.

BROADER IMPACT
Media contributes to good governance outcomes with particular focus on accountability and inclusion

PROGRAMME IMPACT
Strengthened ability of independent media in developing countries to produce free, independent public interest journalism and provide fora for constructive public debate, both offline and online.

MORE SUPPORT FOR INTERVENTIONS TO PROTECT MEDIA FREEDOM

INFORMS GLOBAL POLICY AGENDA AND FUNDING ENVIRONMENT

LEADING TO...

WHAT SUCCESS LOOKS LIKE

| Combined skillset of consortium produce innovative new approaches | Locally driven, system-wide approach | Learning generates insights, adaptation and evidence | Programme informs policy and influences support for media development/freedom | Greater engagement with public interest journalism and constructive debate |

RESULTING IN....

OVERALL OUTCOMES

OUTCOME 1:
Increased adoption of business, management and production models tested by programme that can deliver free, independent public interest journalism and fora for constructive public debate.

OUTCOME 2:
Improved capacity of regional, national and local organisations to support independent public interest media.

OUTCOME 3:
Enhanced evidence and learning within and beyond the programme, together with strong networking and policy engagement to facilitate more coherent international support to media freedom.

INTERMEDIATE OUTCOMES

Enhanced strong and inclusive coalitions that defend and support the space for media freedom and viability in different contexts

Successful models of working that support inclusive public interest journalism developed with partners and incorporated into existing management structures.

Learning and evidence generated within and beyond the project influences donor and policy discourse and support to media development and freedom initiatives.

WORKSTREAM FOCUS

Increasing capacity of institutions and media partners to self-regulate

Building capacity of media and non-media actors to support media freedom

Creating and strengthening inclusive coalitions and networks (local, national, regional, international)

Engaging with national policy-making processes

Embedding effective management and governance structures (including greater involvement of women)

Creating gender-sensitive, public interest journalism

Improving knowledge of audiences to maximise market position and create constructive public debate

Creating multi-level learning networks to enable policy engagement and action

Increasing institutional influence on national governments

Increasing opportunities for advertising revenue & private/public investment

Raising donor/policy actor capacity and confidence to support media development

WORKSTREAMS DELIVERED

| Rethinking regulation | Coalitions for change | Financial foundations | Relevance, engagement, and trust | Shaping policy |

PROGRAMME LEARNING USED TO STRENGTHEN AND INFORM

INTERMEDIATE OUTCOME
Learning and evidence generated within and beyond the project is synthesised, used and disseminated by consortium members, project partners and broader learning networks

WORKSTREAM FOCUS
Architecture for organised learning across partners
Learning and evidence used to adapt and improve activities

WORKSTREAMS DELIVERED
Learning for impact

WHICH WILL LEAD TO...

LEARNING FROM OTHER CONTEXTS

UNDERSTANDING LOCAL PERSPECTIVES

REFLECTING SECTOR PRIORITIES

DEVELOPING PROGRAMME STRATEGIES

ADAPTING PROGRAMME DESIGN

CO-CREATION

WILL BE INFORMED BY...

POLITICAL | REGULATORY/LEGAL | ECONOMIC | INSTITUTIONAL CAPACITY | TECHNOLOGICAL | SOCIETAL

CHALLENGES

LOCALLY DRIVEN INTERVENTION

UNDERSTANDING OF AUDIENCES AND MEDIA ECO-SYSTEMS

MULTI-DISCIPLINARY GENDER-SENSITIVE APPROACH

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	**NAME OF ORGANISATION**	BBC Media Action
3.2	**ADDRESS**	Broadcasting House, Portland Place, London W1A 1AA, UK
3.3	**WEB SITE**	www.bbcmediaaction.org
3.4	**REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)**	BBC Media Action is registered in England & Wales under Charity number 1076235 and company number 3521587.
3.5	**ANNUAL INCOME**	Income (original currency): £35,390,000 Income (£ equivalent): £35,390,000 Exchange rate: N/A ***Start/end date of accounts (dd/mm/yyyy)*** From: 01/04/2017 To: 31/03/2018
3.6	**LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS**	Accounts 2017/18: 2017-2018.pdf Accounts 2016/17: 2016-2017.pdf
3.7	**NUMBER OF EXISTING STAFF**	588

3.8	**ORGANISATION CATEGORY** (Select a maximum of two categories)			
	Non-Government Org. (NGO)	X	Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	
	Other... (please specify)			

3.9	**TRACK RECORD AND EXPERIENCE:** Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme. What development results has this organisation achieved that are relevant to this proposal (ie for similar interventions in similar contexts for a similar cost)? Please include details of this organisation's capacity to deliver and learn from evaluations, where possible including an example. Please list any external evaluations of this organisation's work (relevant to the proposed programme) which have been completed and whether they are available.

BBC Media Action (BBC MA) is consortium lead for the Programme. As the BBC's international development charity its works at scale, reaching over 200 million people a year. It is currently delivering mass media and communication projects in 20+ countries including in Bangladesh, Ethiopia, Sierra Leone, Zambia and Iraq. It has operated in these countries for over 10 years, fostering long-term positive change around media development, and developing substantial and mutually supportive links with media partners, civil society and governments. These relationships allow it to leverage airtime, input and technological support to its work. As a result of its long-term country presence (including offices) BBC MA has an in-depth understanding of local media and communication landscapes, media ecosystems and social, political and economic environment in the programme's focus countries.

With experience of managing complex and dynamic programmes, BBC MA is responsible for overall consortium management. From 2011-2017, it managed an A+ scoring DFID-funded £90M award countries, involving 157 local media partnerships (final evaluation). In Bangladesh, this management capacity allowed BBC MA to respond swiftly to the Rohingya crisis to lead a multi-donor specialist humanitarian communication consortium involving three core agencies and more than 20 other partners. The programme supports local radio partners to produce a dedicated Lifeline radio programme for Rohingya people and host communities in living in Cox's Bazar. Delivering comprehensive research, capacity strengthening, multimedia content production and policy components, the initiative also demonstrates BBC MA's capacity to manage a complex programme, with diverse technical elements, all of which are addressed in the PMF Programme. BBC MA is co-lead for the overall evidence and learning component. Recognised as the "gold standard" for its in-house M&E, BBC MA is committed to generating robust evidence and learning to inform the design, scale, impact and sustainability of media development interventions. This has been achievable through its: Global in-house expertise – with over 65 researchers based in 14 countries, the Research team provides an evidence base that is used to inform, monitor and evaluate BBC MA projects, as well as conduct stand-alone research studies. It

has research teams in Ethiopia, Sierra Leone, Bangladesh and Zambia.

BBC MA has invested heavily in building constructive relationships with key local stakeholders in all its country contexts, and has particular experience in supporting the development of local media to support constructive public debate and accountability in environments where media freedoms are constrained. In Zambia, BBCMA has provided holistic (editorial, production, management financial and more) capacity strengthening support to local independent radio stations since 2011, which has improved their sustainability and ability to impact on local governance issues Research found that BBC Media Action's support helped local radio stations better connect with their audiences and succeeded in engaging traditionally marginalised audiences, including women, youth and those living in rural areas. One of the projects contributing to these outcomes, *'Zambia Speaks'* funded by DFID through the British Council underwent an independent external evaluation in 2018 (available on request). In Iraq, Radio Al Mirbad, which BBC MA set up remotely in 2005 through distance mentoring, is southern Iraq's steadfast public service broadcaster. Fourteen years later, it is a fully independent local entity, with an estimated weekly reach of 2 million and an influential force in Iraq's new civil society. Evidence and learning around what has worked and not worked in this sustained intervention will be fed into the design of the Programme. In Bangladesh, BBC MA is active in the government-led national Social and Behaviour Change Communication (SBCC) Working Group (for whom it helped to draft the national SBCC strategy), the Bangladesh ShareNet platform (focused on SRHR), and the Scaling Up Nutrition partnership.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

BBC MA has a strong track record of implementing large projects under strict financial and administrative controls, with accountability to an independent Board of Trustees. Its funding profile includes large projects from a range of institutional donors and foundations. The biggest funder is the **Foreign & Commonwealth Office (FCO),** which currently funds a range of programmes including: £1,7m for the *Elections in Afghanistan* (2018-19) project. The project will bring diverse people from around Afghanistan together to discuss governance issues, including experiences and ideas for solving local and national problems, as well as to question leaders. As well as £4.5m for the *El-Kul 2-4* (2016-19) project in Libya. This supports journalists through journalism and production skills hands-on training. Other projects include the £4.18m **European Commission** funded *Community Cohesion through community media (2017-2020)* in Iraq. The project aims to contribute to strengthening public information, supporting community cohesion and promoting cross-sectarian shared experiences and tolerance. From 2011-2017, BBC Media Action managed the **DFID** funded £80.9m Global Grant across 14 countries, involving 157 local media partnerships focusing on mass media and communication initiatives. The **British Council** has previously funded £2,554,402 to the *Zambia Speaks* project (2015-2019). In January 2019, they confirmed an additional £400,332 to fund a *Zambia Speaks extension.* Running for 12 months, this project is increasing engagement and participation in political process in Zambia, through provision of strengthened media platforms for accountability and public dialogue.

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

There have been a small number of cases of fraud or financial mismanagement in the last five years, one of which – involving a partner organisation - is still being investigated. Three cases have led to the dismissal of a staff member, and in one case more than one staff member. In most of the cases, it proved possible to secure the return of the funds. In each case BBC Media Action's Assurance & Risk team made a complete investigation, and where fraudulent activity was discovered the results were reported to the organisation's Board of Trustees, the project donor, and to the Charity Commission as appropriate. BBC Media Action's HQ Finance department supports country–based Finance teams to support financial risk management and mitigation, this team also provides training across the organisation around bribery, fraud, conflicts of interest and compliance. Anti-bribery training is rolled out across country programmes and a whistleblowing policy is circulated by BBC Media Action's Executive Director biannually.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

Yes

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	NAME OF ORGANISATION	ARTICLE 19
3.2	ADDRESS	Free Word Ctr,60 Farringdon Rd, London, EC1R 3GA
3.3	WEB SITE	www.article19.org
3.4	REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)	Charitable company Ltd number. 2097222 Charity Number 327421
3.5	ANNUAL INCOME	Income (original currency): £7,412,580 (2017) Income (£ equivalent): n/a Exchange rate: n/a ***Start/end date of accounts (dd/mm/yyyy)*** From: 01/01/2017 To:31/12/2017
3.6	LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS	https://www.article19.org/accountability/
3.7	NUMBER OF EXISTING STAFF	163

3.8	ORGANISATION CATEGORY (Select a maximum of two categories)			
	Non-Government Org. (NGO)	X	Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	
	Other... (please specify)			

3.9	TRACK RECORD AND EXPERIENCE: Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme (including technical issues and relevant geographical coverage). What development results has this organisation achieved that are relevant to this proposal (ie for similar interventions in similar contexts for a similar cost)?

ARTICLE 19 (A19) is a global organisation dedicated to the defence and promotion of freedom of expression (FoE) and **free media at a structural and policy level**. It has world-wide credentials for its experience and expertise in providing high-quality, reliable and timely legal analysis and creating standards setting in the fields of legal analysis and policy work, including media policy and Internet freedom.[39] A19's legal and policy expertise informs its and its partners' advocacy work and has influenced decisions of both international and national courts, treaties and other authoritative statements of international law, and numerous national laws related to media and public broadcasting around the world. In 2016, in Bangladesh, A19 was part of the Broadcast Act's drafting committee ensuring the new broadcasting law reflected international standards on FoE. Structurally, it is reducing threats to media freedom in Tunisia by consolidating media's legal framework and facilitating the establishment of a self-regulatory body.

A19's has expert **ability to set the international agenda** on the protection of fundamental freedoms. Due to its extensive advocacy and presence at the United Nations Human Rights Council (UNHRC), A19 has been recognised as a leader on FoE issues - from civil society space to universality of rights, safety of journalists or hate speech. Its UN expertise means it can connect the voices from local organisations to the UN and to shape the language of such international and regional instruments. A19 also leverages **national expertise to engage rapidly in opportunities**. A19's experience in providing immediate support to democratisation and progressive legal reform processes aided rapid intervention in the Gambia following the 2016 constitutional crisis to ensure FoE and information, public engagement and transparency are keystones in the country's new democracy. Through its Legal and Policy Hot Desk, A19 responds to urgent requests from national activists needing

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[39] This includes *Airwaves, Principles on freedom of expression and broadcasting*; the *Right to Share: Principles on Freedom of expression and copyright*; policies on the intermediary liability (*Dilemma of Liability*); rights of blogger (*the Right to Blog*), blocking and filtering, *"right to be forgotten,"* and its recently updated *Defining Defamation Principles. https://www.article19.org/law-and-policy/*

support and expert advice. A19 play a lead role on safety of journalists at international level, forming an international coalition of INGOs - The friends of Safety of Journalists coalition[40] - to coordinate advocacy at the United Nations (UN), particularly at UNESCO. A19's commitment to dialogue, capacity building and skills transfer is central to engagement with CSOs, governments and the private sector. Evidence, knowledge management and learning practices are vital to increase the quality and impact of this work. Therefore, A19 has moved away from heavy reports, tailoring engagement that is based on needs and that appeal to wider, more diverse audiences. In 2017, A19 launched a unique, authoritative assessment of freedom of expression and information, **the Expression Agenda Metric**, which enables us to target advocacy more effectively, measure the impact of its work, and provides a lobbying tool for partners journalists, activists, and policymakers. A19 has also invested in its **monitoring, evaluation and learning systems**. Innovations tested and lessons gathered at the regional or national level are captured and shared through horizontal learning structures, including Cross-organisational groups. **Feedback mechanisms** are essential to improve programmes and build trusted relationships. So, experiences from Bangladesh protection work, alongside training feedback from women journalists and human rights defenders in Mexico, Gambia and Tunisia, led A19 to develop women-centred training modules. Its East Africa office developed exit strategies for its Water Action Groups, documenting best practices and lessons learned and allowing sensitisation of government actors to enhance water service delivery. Mechanisms also include focus groups and tracking the dissemination of training materials, with gender disaggregated data. A19 has developed its innovative, **youth-friendly inclusive programming through evaluation and learning** in Malaysia with Project Dialog, opening spaces for dialogue to tackle religious intolerance and hate speech. Insights led to hate speech work in Bangladesh and Myanmar and a ground-breaking toolkit in Tunisia, with youth as new stakeholders. Independent evaluations are available upon request.

Based on its Mx Method, A19 seeks to explore the structural and cultural factors leading to inequalities in exercising FoE, working with a range of partners, including human right defenders, CSOs, and communities most vulnerable to abuses, particularly women, girls and LGBTI groups. A19's Bangladesh office highlighted the religiously–motivated attacks against women journalists covering protests, whilst its West Africa office published a report on the biased portrayal of women on media. A19 successfully launched 'Censored Gender: Women's right to freedom of expression and information in Myanmar' linking issues of FoE/I and gender.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

Core support: The Expression Agenda. Advancing FoE and FoI, OSF/Program on Independent Journalism, 01/05/2017- 31/04/2019, £369,679: support to delivery of A19's strategy with particular focus on media freedom, pluralism and public interest, fight against impunity and protecting human rights defenders; *The Expression Agenda: Robust Response to Rising Threats to FoE and FOI*, Norwegian MFA, 01/11/2018- 31/10/2021, £2,741,420 and *Core support to Expression Agenda*, SIDA, 01/01/2019- 31/12/2022 (£7,846,680). Breaking the Impasse: Protecting Journalists and Social Communicators Through Effective Use of UN Mechanisms, Netherlands MFA, 01/03/2017- 28/02/2019 (£877,762). Increasing effectiveness of international resolutions/mechanisms to combat impunity in Kenya, S. Sudan, Tanzania, Brazil. **Building Peaceful, Resilient, Inclusive Societies by Implementing UN HRC Res.16/18**, Canada MFA, 01/03/2017- 28/02/2019 (£433,838), Reduce religiously-motivated hate speech by: 1) advocating for maintaining consensus on UN-HRC resolution 16/18; 2) supporting effort to implement in Myanmar, Tunisia and Bangladesh.

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

Two incidents involving local staff in A19's regional offices were detected through a whistleblowing policy. The incidents were reported to the Charity Commission, donors and to the organisation's Board of Trustees. The involved personnel were dismissed. A19 has now introduced new strengthened policies and procedures to early identify and minimise the occurrence of fraud activity: new policies, training and whistleblowing procedures are being rolled out.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

YES.

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[40] Which includes CPJ, RSF, IMS, FPU, IPI, and IFEX

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	**NAME OF ORGANISATION**	The Communication Initiative Corp.
3.2	**ADDRESS**	5148 Polson Terrace, Victoria, BC, Canada, V8Y2C4
3.3	**WEB SITE**	www.comminit.com
3.4	**REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)**	N/A
3.5	**ANNUAL INCOME**	Income (original currency): 850,000 CDN Income (£ equivalent): £490,390 Exchange rate: 0.57693 (Oanda 31/12/2018) ***Start/end date of accounts (dd/mm/yyyy)*** From: 01/01/2018 To: 31/12/2018
3.6	**LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS**	Available on request
3.7	**NUMBER OF EXISTING STAFF**	5 (plus a series of consultancy arrangements)

3.8	**ORGANISATION CATEGORY** (Select a maximum of two categories)			
	Non-Government Org. (NGO)		Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	
	Other... (please specify)	Company registered in Canada	Private Sector	

3.9	**TRACK RECORD AND EXPERIENCE:** Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme (including technical issues and relevant geographical coverage). What development results has this organisation achieved that are relevant to this proposal (ie for similar interventions in similar contexts for a similar cost)? Please include details of this organisation's capacity to deliver and learn from evaluations, where possible including an example. Please list any external evaluations of this organisation's work (relevant to the proposed programme) which have been completed and whether they are available.

The overall focus for The Communication Initiative (CI) is to convene the communication and media development, social and behaviour change community. The network comprises over 100,000 people, active across these themes. The **Media Development** network within the overall CI process is, we believe, the largest gathering of people focused on media development within a development context. The network covers 196 countries and continues to grow, with 70% of members in non-OECD countries and engagement of a range of actors from national government representatives to media practitioners in the Global South.

The Media Development network covers a full range of freedom of expression, press and media freedom, and pluralistic media issues, themes and priorities. It accounts for a significant level of the 1.2 million user sessions each year on the CI platform. Usage is of direct and positive assistance to those engaged in media development work. Stakeholders responding to the online, rolling survey have media development responsibilities and interests. Results from that survey to date (1,300 people) demonstrate the **value** of CI's work; over 75% respondents regarded it as highly valuable. Stakeholders also indicated they utilise the network for a range of **purposes**: to inform programme development; find insights that strengthen policy development; advance advocacy initiatives; identify people and organisations that can support work; enhance skills and knowledge; keep up-to-date on knowledge; and understand emerging ideas and debates.

The network has shared substantial knowledge about their work, strategic insights, organisational base and

research. CI staff work with the organisations and practitioners to develop short, accessible summaries. As a virtual network of local, national and international practitioners, CI, and the Media Development network specifically, will provide a platform through which the programme will facilitate 'knowledge engagement' around its evidence and learning through dissemination, feedback and dialogue.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

Examples from FY 2018/19:

UNICEF – USD 100,000; Johns Hopkins University – USD 80,000
USAID – USD 350,000; Open Society Foundations – USD 25,000

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

There has been no incidence of fraud within the last five years.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

Yes.

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	**NAME OF ORGANISATION**	DW Akademie
3.2	**ADDRESS**	Kurt-Schumacher-Straße 3, 53113 Bonn, Germany
3.3	**WEB SITE**	https://www.dw-akademie.com
3.4	**REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)**	CF20557772003, 03/05/1953
3.5	**ANNUAL INCOME**	Income (original currency): €26,089,000 (2017) Income (£ equivalent): £23,159,900 Exchange rate: 0.88773 (Oanda 31/12/2017) *Start/end date of accounts (dd/mm/yyyy)* From: 01/01/2017 To: 31/12/2017
3.6	**LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS**	https://www.dw.com/en/deutsche-welle-annual-report/a-3530526 DW Akademie is an integral part of Public Service Broadcaster Deutsche Welle. Accounts are audited as part of Deutsche Welle's Audit.
3.7	**NUMBER OF EXISTING STAFF**	150

3.8	**ORGANISATION CATEGORY** (Select a maximum of two categories)				
	Non-Government Org. (NGO)		Local Government		
	Trade Union		National Government		
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation		
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation		
	Orgs. Working with Disabled People		Academic Institution	X	
	Other... (please specify)	X	Public Service Institution		

3.9	**TRACK RECORD AND EXPERIENCE:** Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme. What development results has this organisation achieved that are relevant to this proposal (i.e. for similar interventions in similar contexts for a similar cost)? Please include details of this organisation's capacity to deliver and learn from evaluations, where possible including an example. Please list any external evaluations of this organisation's work (relevant to the proposed programme) which have been completed and whether they are available.

With a focus on media development to strengthen freedom of expression and access to information, DW Akademie's (DWA) work in nearly 50 countries, is **heavily guided by research and evaluation**, both internally and externally. DWA's consultancy on the programme will primarily input into research strategy and design, specifically measuring media viability and sustainability, and development of innovative monitoring tools. DWA's footprint includes Sub-Saharan Arica (East and West) and South Asia with 25 focus countries currently, as part of a long-term strategy with the German Federal Ministry for Economic Cooperation and Development (BMZ).This includes programming in Bangladesh. A key strength is its networks of local and regional experts, including researchers, civil society and media actors.

DWA's key outputs on programmes are analysis of **media sectors and media development projects**, including provision of training and consultancy for a wide range of partners. **Media Viability**, as a strategic concept and for project goals, is a central programmatic area for DWA. Conceptually, DWA approaches Media Viability with a wide scope, looking beyond the financial sustainability of independent media to produce quality journalism, and incorporating analysis of political climate, the legal framework, technological availability and audience engagement. Media Viability projects have taken place in at least eight of DWA's focal countries, many of which are in Sub-Saharan Africa and Asia. One of DWA's most recent research priorities is the **development of the Media Viability Indicators, which broadly examine the viability of national media sectors in producing quality journalism** and will be leveraged in this Programme. DWA has also been conducting in-depth multi-stakeholder consultations on media landscapes since 2015. These bottom-up assessments, conducted in Latin America, Sub-Saharan Africa, and Southeast Asia, aim to build both country and regional movements for media reform. They include the development of methodologies to engage different actors in a dynamic open dialogue and consultations include diverse stakeholders.

DWA's programmatic approach is led by strategic capacity building via local partners, where applied research is integral and applied in project delivery. It continuously analyses the strategies and results of its projects in order to maximise impact. Local ownership is key to its approach, allowing DWA implementation to be both cost-effective and efficient. Utilising existing structures and local partners/expertise, input is 'bottom up'. DWA also applies evaluative insights to strengthen media policy frameworks in consultation with local and regional authorities and civil society. DWA applies this approach to research internally to improve its own project management and Monitoring and Evaluation capacity, driving DWA's aims as a learning organisation. DWA's online #mediadev portal holds its research and data on diverse media development topics. DWA's long-term projects are independently evaluated to assess impact and identify possible improvements.

Project examples demonstrate DWA's capacity building. **DWA trains local experts** to create pools of national, regional and thematic expertise; DWA Bootcamp is a two-day conference convening media development activists and consultants from around the world, facilitating exchanges and set-up of networks. Capacity building sessions are provided, with a focus on South-South collaboration; DWA has supported the **inclusion of media and information literacy (MIL) in the national curriculum** in Moldova, Palestine and Cambodia in coordination with the respective Ministries of Education. This aims to build understanding of how media can be used for constructive public debate and support audiences to consume media content critically, particularly youth. *DWA's Media and Information Literacy Expert Network (MILEN)* is a global network for practitioners to share approaches, resources, lessons, troubleshoot, peer-to-peer consultancy, joint research, and advocacy. **To enhance resilience of media professionals**, DWA supported local partners to set-up Journalists' Trauma Centres in Pakistan the Centre of Excellence for Journalism and NGO Individualland. Centres offer counselling to journalists dealing with trauma, information to media organisations on psychological security and raises awareness about psychological challenges journalists and media often face.

Gender equality is woven into DWA's project implementation and forms part of its project design at all levels. DWA aims to empower women as both media consumers and producers, emphasises during media trainings and workshops. Research and monitoring indicators are defined accordingly, collecting and analysing disaggregated data to ensure well-defined gender-based solutions based on their results. In addition, DWA recently finalised a three-year project in Cambodia focused on increasing women's participation in civic life.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

DWA's main sources of funding come from the **German Federal Ministry for Economic Cooperation and Development (BMZ), the European Union and the German Federal Foreign Office**. Projects last 36 months on average and are both implemented and managed via dedicated region and country teams. As BMZ's main partner in media development, DWA manages BMZ funded projects with a combined budget of close to €18m (for the fiscal year of 2017). These projects (for 2017) were conducted in 28 countries and regions worldwide, and focused primarily on capacity building of media organisations and strengthening journalism curricula. Primary focus lies on Africa, with close to one third of the combined budget implemented there. In addition, DWA is currently implementing three grants funded by the EU as lead applicant, which have an average of 36 months running time and amount to €14.5m in total. Goals are strengthening public broadcasting in Ukraine, empowering youth in MENA and reconciliation in Libya via media development. DWA also delivers two EU multi-year service contracts with a combined value of €10m. Their purpose is to support the independent media sector in Tunisia (three years, approximately €6m) and supporting the implementation of the Media4Democracy programme (three years, approximately €4m).

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

No. Financial controls and reporting are independent from project implementation: invoicing, payments and cost controlling are managed by Deutsche Welle's financial division, separate from DWA. DWA adheres to the anti-corruption guidelines as stated in Deutsche Welle's internal code of conduct. In addition, DWA ensures quality control of projects through certification by CERTQUA, under 1015779-Z(1). It utilises a quality management system (QMS) according to DIN EN ISO 9001:2008 international standards.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

No

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	NAME OF ORGANISATION	Stichting Free Press Unlimited
3.2	ADDRESS	Weesperstraat 3; 1018 DN Amsterdam
3.3	WEB SITE	https://www.freepressunlimited.org/en
3.4	REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)	Chamber of Commerce number: 52957535
3.5	ANNUAL INCOME	Income (original currency): €14,082,197 (2017) Income (£ equivalent): £12,501,100 Exchange rate: 0.88773 (Oanda 31/12/2017) *Start/end date of accounts (dd/mm/yyyy)* From:01/01/2017 To: 31/12/2017
3.6	LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS	Accessible via the following links: 2017 2016
3.7	NUMBER OF EXISTING STAFF	61 fte

3.8	ORGANISATION CATEGORY (Select a maximum of two categories)			
	Non-Government Org. (NGO)	X	Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	
	Other... (please specify)			

3.9	TRACK RECORD AND EXPERIENCE: Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme. What development results has this organisation achieved that are relevant to this proposal (i.e. for similar interventions in similar contexts for a similar cost)? Please include details of this organisation's capacity to deliver and learn from evaluations, where possible including an example. Please list any external evaluations of this organisation's work (relevant to the proposed programme) which have been completed and whether they are available.

Free Press Unlimited (FPU) has experience in strengthening local and regional networks and coalitions supporting media freedom, with notable experience in Bangladesh and expertise on gender equality in the media. FPU works in over 40 countries with close to **100 local partners in 67 projects**[41].It has worked in Bangladesh since 2007, building skills and providing technical support to media and media professionals. The project *Bangladesh NGO Network for Radio and Communication*, established 18 community radio stations with others granted licenses. An external evaluation in 2015[42] identified successful outcomes, including advocacy on the importance of community radio for inclusion of marginalised groups; stronger dialogue between communities and local and national governments to build accountability and good governance; and strengthening of community radio sustainability; a sustainability strategy was published in 2015[43]. Lobbying post-2015 resulted in a national policy recognising community radio and the Ministry of Information adopting milestone legislation allowing community radio commercial advertising on up to 10% of its daily schedule, contributing to greater editorial independence and financial sustainability. FPU also works with SACMID[44] which promotes media literacy in Bangladesh.

FPU's learning approach allows for ongoing organisational learning based on a process of creating, sharing, storing, and using knowledge efficiently and effectively. An internal Knowledge and Quality (K&Q) team manages knowledge around FPU's strategic themes, Safety; Gender; Media Literacy; Accountability; Advocacy; and Sustainability. It is responsible for 1) **Creating knowledge** by conducting monitoring and evaluation throughout the project cycle to generate new knowledge, commissioning external evaluations, and conducting exploratory research framed in annual research agendas; 2) **Sharing knowledge** by moderating monthly "communities of practice" to discuss new evidence and share knowledge between staff, expanding to online knowledge networks with partners in 2019; 3) **Storing knowledge** in FPU's evidence database, accessible for all staff on FPU's Intranet; 4) **Using knowledge** for adaptive programming, trainings, publications and new donor proposals. FPU's track record in advocacy and capacity building of media development organisations, media outlets and journalists is improved through evaluative learning. An internal mid-term evaluation of *"No News Is Bad News"*[45] a global year -programme in 17 countries (including Bangladesh and Somalia) with 53

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[41] Figures from 2017 annual report
[42] Submitted to BBC Media Action - available upon request
[43] Submitted to BBC Media Action - available upon request
[44] South Asia Center for Media in Development
[45] Funded by the Dutch Ministry of Foreign Affairs and implemented by Free Press Unlimited (FPU) and European Journalist Centre (EJC)

partner organisations highlighted achievements, on the role of journalists as watchdogs and enabling environment for independent media. Another area focused on sustainability of media outlets was highlighted as not receiving enough attention, although partner capacity to become sustainable had increased. A subsequent review of the Theory of Change (TOC) resulted in adjustment of short term outcomes, and incorporation of new elements based on initial assumptions, or that were not included at all.

FPU is active in global networks and agenda setting. It is a member of the GFMD, IFEX, the World Bank's Global Partnership for Social Accountability, and is a founding member of the Journalists in Distress Network. With other media and press freedom organisations, it strategises, advocates internationally and improves ground coordination to improve journalism safety. *FPU also* organises regular national multi-stakeholder meetings on SDG target 16.10. Consultations convene national government focal point(s) and stakeholders from the national media community (including CSOs and relevant academia) to raise awareness of SDG target 16.10 as a driver of change, and to lobby for its inclusion in country Voluntary National Reviews (VNRs) during annual UN High Level Political Forums (HLPF´s). In country, FPU and BNNRC jointly submitted to the third cycle of the Universal Periodic Review for Bangladesh in 2017. Recommendations included a need for financial support instruments for community media, a call on authorities for media and information literacy at mainstream media and educational institutions and a call for measures to ensure security of community broadcast outlets and broadcasters, in particular women.

Gender equality is a central focus for FPU, marked by its development of a [Gender Equality Policy](#) in 2015. The policy outlines commitment to gender equality in and through the media. FPU's work on gender equality relates to two areas: (1) production of gender sensitive content, thus contributing to a fair portrayal in the news and (2) addressing gender inequalities in the newsroom and in the media sector at large. In Bangladesh, FPU and BNNRC worked on increasing the amount of women working in the community radio sector through the female fellowship project. From 2013-2018, **159 fellows were trained, 1924 audio programs** were published and **770 articles** were published. A key outcome was increased **employability** of fellows where 72% of the women received employment after the fellowship in various jobs from mainstream media to working for NGOs.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

The **Dutch Ministry of Foreign Affairs** (Dutch MoFA) is one of FPU's largest funders. From total annual income in 2017 of €14,082,197, €8,184,747 (58%) derived from the Dutch MoFA. '*No News is Bad News'* falls under the Strategic Partnership Framework 'Dialogue and Dissent' a 5 year Dutch MoFA programme: (01/16-12/20) in 17 countries with budget of €32 million. It supports media professionals to fulfil their role in society. **Larger direct grants of the Dutch MoFA**: 1) Safety for Media Professionals (09/18-12/20), amount: €1,450,000; 2) Strengthening innovative and independent media via Russian-language News Exchange 12/18-11/19, amount: €1,300,000. **Dutch MoFA** grants via embassies**:** 1) Radio Dabanga Phase IV (05/18-05/21), amount: €1,435,500; 2) Improve Journalist Safety in Remote Areas in Central America (09/18-08/21), amount: €653,159; 3) Jaridaty: News By and For Young People in Tunisia (11/18-10/20) grant amount: € 299,925, 4) Radio Tamazuj South Sudan: Making Radio Tamazuj independent in a sustainable way (01/19-12/21), amount: €4,156,309. **Other partners: SIDA** *Ethical Journalism for Syrian Media* over 5 years (01/16-12/21), amount €14,266,371; National Postcode Lottery - core support of €900,000 per year. FPU also receives project funding from Foundations e.g. Google Digital News Initiative.

3.11	**FRAUD:** Has there been any incidence of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

There has been one reported case (2019) of suspected fraud of an FPU partner organisation reported by an FPU Project Coordinator. The response was guided by the FPU fraud & corruption policy, concluding no evidence for irregularities. FPU's wish for independent verification resulted in an external financial audit. To minimise risk of fraud, FPU is rolling out its fraud & corruption policy to staff and local partners, supplemented with training on prevention, identify and reporting on fraud & corruption to staff and local partners. It has also implemented a practical reporting system for staff and local partners.

3.12	**DUE DILIGENCE:** Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.

Yes.

**SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)**
3.1	**NAME OF ORGANISATION**	Global Forum for Media Development (GFMD)
3.2	**ADDRESS**	Rond Point Schuman 6, Box 5,Brussels 1040, Belgium
3.3	**WEB SITE**	https://gfmd.info/
3.4	**REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)**	837611925 *L'association internationale sans but lucrative (Belgium)*
3.5	**ANNUAL INCOME**	Income (original currency): €250,000 (2018) Income (£ equivalent): £225,132 Exchange rate: 0.90053 (Oanda 31/12/2018) ***Start/end date of accounts (dd/mm/yyyy)*** From: 01/01/2018 To: 31/12/2018
3.6	**LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS**	Not available online. GFMD has submitted its 2016 audited accounts to BBC Media Action (available upon request). A change in Finance personnel means 2017 and 2018 are pending.[46]
3.7	**NUMBER OF EXISTING STAFF**	Equivalent to 4.6 full-time staff (3 full-time, 2 part-time)

3.8 ORGANISATION CATEGORY (Select a maximum of two categories)

Non-Government Org. (NGO)		Local Government	
Trade Union		National Government	
Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
Orgs. Working with Disabled People		Academic Institution	
Other... (please specify)	X	**International Association**	

3.9	**TRACK RECORD AND EXPERIENCE:** Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme. What development results has this organisation achieved that are relevant to this proposal (i.e. for similar interventions in similar contexts for a similar cost)? Please include details of this organisation's capacity to deliver and learn from evaluations, where possible including an example.

GFMD is a global journalism and media development network supporting the creation and strengthening of a "free, sustainable, pluralistic news ecosystem". It has a unique, neutral and trusted position, bringing together all major **media development actors, local and regional media assistance groups** and representatives of nascent media sectors, in its members' network, to reach common understanding of needs and priorities. As such, it is well placed to participate as a Stakeholder Engagement Partner in the Protecting Media Freedom Programme's Learning strand. As a **global convenor, advocate and policy influencer**, GFMD can leverage expertise from the media development sector for the Programme's design and delivery. It has a strong track record in connecting media development agencies through networking and online engagement, offering a channel to global fora for dissemination of, and dialogue around programmatic learnings. This presents potential to shape future policy and strategy and funding priorities. Learning will be shared in panels and discussions at events/platforms attended by GFMD and its members, including World Press Freedom Day; IPI World Congress; RightsCon Summit Series; High Level Political Forum; and IAMCR conference.

GFMD's played a central role in advocating for SDG Governance goals to include the role of **independent media and freedom of expression**. In doing so, it secured the inclusion of target 16.10 seeking to "ensure public access to information and respect of fundamental freedoms", the biggest success for media development and freedom of expression policy efforts to date. GFMD engages in **EU policy development processes** around media development; working with GFMD members, advising policy-makers, organising parliamentary sessions on media freedom, and consulting on EU initiatives. In 2018, GFMD, with 23 members drafted a joint letter campaigning for the EU to commit stable funding for human rights and democracy globally, and for journalism and media pluralism in Europe within its Multiannual Financial Framework 2021-27. Similarly, it advocated for the UN Plan of Action on the Safety of Journalists and the Issue of Impunity,

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endorsed by the UN. GFMD has also opened space in Internet governance discussions for voices advocating for the sustainability of journalism and news media in the digital age. To that end, GMFD issued a paper following an Internet governance symposium in 2017, which recommended the establishment of a multi-stakeholder Dynamic Coalition (DC) within the Internet Governance Forum. In 2018, the UN granted **GFMD special consultative status**, simplifying its ability to participate in UN processes and to apply for local, regional and global project funding from UN agencies and grant initiatives. GFMD will strengthen imperatives for a Southern driven Programme, fostering meaningful local-global interaction. It prioritises voices of Southern actors' in policy debates, addressing long-held concerns of domination by the global North. In a January 2019 study, GFMD brought members' views, primarily from smaller organisations in the Global South, to a meeting with international media development donors focused on strategic approaches to address the crisis of independent media.[47] Respondents shared the belief that GFMD **empowers smaller organisations** by giving them a voice.

Connecting scholars and practitioners, and supporting collaborative approaches to **research, evaluation and learning** is crucial for GFMD. It facilitates a Research, Learning and Impact Working Group, mobilising dialogue to track best practice in media development. The Group has explored the benchmarking of theories of change, donor assistance policies and common standards for efficient journalism support. It aims to deliberate available research, data and evidence related to impact, standards, learning in journalism and media development. Similarly, it aims to drive dialogue around future funding, sustainability, impact assessment and learning. GFMD will expand activities to include the Programme stakeholders as they meet regularly for project review and consultation. Among achievements in research, GFMD coordinated needs assessments with local media actors in Syria from 2015-17. With input from 50+ Syrian professionals and international actors, it issued policy advice and recommendations for donors, implementers and to enhance aid impact for Syrian media.

Gender equity in media is a prime concern for GFMD and during the Programme, it will support imperatives including best practice for workforce diversity, adopting gender equality policies, promoting a culture of safety and the Programme can access its Women in Media Working Group. The Group allows members working on gender and diversity to share experiences, knowledge, tools (including those to measure gender balance in organisations and content), best practice polices and to coordinate advocacy. Members, including a number in the Programme, have committed to the Group. To strengthen the Programme, the Group can share tools to measure gender balance in organisations and media content and broker contacts with female experts and advice on gender equality. GFMD will help develop a database of female journalism and media experts in target countries, focused on female non-native English speakers, who are disproportionately disadvantaged

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

1) **National Endowment for Democracy** (NED): 01/07/2017-30/062018; $78,400**;** Project "Support for a Global Platform for Media Development"; 2) NED: 01/07/2018-30/06 2019; $78,000; "Strengthening Coordination and Collaboration for Media Development".3) **DW Akademie**: 01/08/2018-25/04/2019; €89,900; "Mobilising Media Development Actors in Support of SDG16.10"; 4) Journalism Development Network (OCCRP): 07/03/2019-20/04/2019; $20,000; Co-financing for "Meeting on Global Fund for Investigative Reporting" ; 5) UNESCO: 31/07 2017- 31/12/2017; $15,000; "Harnessing SDG 16.10 & Access to Information Laws in Latin America and beyond". 6) **Free Press Unlimited**: 01/01/2018- 31/12/2018; €15,000; "Promotion of the Sustainable Development Goal 16.10"; **Free Press Unlimited**: 01/01/2017-31/12/2017; €35,000; "Promotion of the Sustainable Development Goal 16.10"

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

No. GFMD follows strict Belgium financial regulations and has an Administrative and Procurement Manual that contains strict principles and processes around procurement, authorising expenditure and accounting for funds spent. GFMD operates with a high level of transparency and accountability.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

Yes

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	NAME OF ORGANISATION	Stichting Global Voices
3.2	ADDRESS	151 Kingsfordweg, 1043GR Amsterdam
3.3	WEB SITE	https://globalvoices.org/
3.4	REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)	Dutch *RISN No: 818855605*
3.5	ANNUAL INCOME	Income (original currency): $1,470,000 (2018) Income (£ equivalent): £1,323,780 Exchange rate: 0.90053 (Oanda 31/12/2018) ***Start/end date of accounts (dd/mm/yyyy)*** From: 01/01/2018 To: 31/12/2018
3.6	LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS	https://globalvoices.org/about/gv-annual-reports/ Audits through 2017 complete, 2018 done by June 2019
3.7	NUMBER OF EXISTING STAFF	25 (full-time, part-time, both staff and contractors)

3.8	ORGANISATION CATEGORY (Select a maximum of two categories)				
	Non-Government Org. (NGO)	X	Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	
	Other... (please specify)			

3.9	TRACK RECORD AND EXPERIENCE: Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme (including technical issues and relevant geographical coverage). What development results has this organisation achieved that are relevant to this proposal (ie for similar interventions in similar contexts for a similar cost)? Please include details of this organisation's capacity to deliver and learn from evaluations, where possible including an example. Please list any external evaluations of this organisation's work (relevant to the proposed programme) which have been completed and whether they are available.

Founded in 2004, Global Voices (GV) is a borderless, largely volunteer community and global platform of more than 1200 writers, analysts, online media experts and translators working in over 30 languages. It is an advocacy network organisation for digital rights and free speech reaching 60 million+ people. It distributes award-winning grassroots and people-centered journalism. It is also a space to help preserve endangered or indigenous languages, for research and exploration of how technology enables and supports participation in societies. GV has experience in designing and running projects exploring the relationship between media infrastructure and news, stories and journalism in the Global South, including Bangladesh, Ethiopia and Sierra Leone. GV's focus on the Protecting Media Freedom is its core skill: **the impact of digital technologies and participation on media ecosystems, and the sustainability and relevance of media organisations**. GV's works without offices, with staff and contractors in 25 countries enabling work with a diverse community who understanding local languages and context and possess wide-ranging technical skills.

GV has supported the development of some 70 grassroots media projects in the Global South through grants, mentoring and network building. It has also created regional and global summits coalescing and training a generation of civic journalists and activists from the Global South, and produced more than 100,000 stories that explore voice, perspective and compelling bottom-up media initiatives in developing countries. In terms of learning, GV has designed and delivered multiple, long-term, participatory research projects that have significant evaluation mechanisms built into their design. For example with its *Rising Voices* project, it has designed and run a two-year research project examining the framing of news stories in Global South communities. Its grantees and network participants report publicly about the successes and challenges of their projects as part of their work. GV use innovative research methods, such as the creative use of the news dataset Media Cloud to rigorously define how framing and agenda setting work in practice to shift how

information is perceived. These projects have been the fore-runners of significant and growing fields. For instance, the Technology for Transparency Initiative preceded the Transparency and Accountability Initiative; the Threatened Voices project framed and integrated the idea that threats against citizens for online expression should be tracked by rights organisations. Others can be found on its Special Coverage page.

Global Voices will bring analytic skill and deep knowledge of the Internet and civic participation to learning. GV analyse technological and participatory trends in media that challenge assumptions underpinning what it means by a healthy and functional media system. GV also follow trends in rights, governance, censorship and the application of power that influences who participates in and creates media. GV's work informs **research and policy** such as Mozilla's Internet Health Report, and research by The Engine Room into digital ID systems. Global Voices aims to function as an observatory for quickly identifying challenges experienced by the media, especially at the intersection of funding, freedom of expression, and media manipulation. It also researches and helps implement new models for non-institutional media, this includes alternative information sources, including Telegram and WhatsApp. In terms of networks, GV is part of a network of freedom of expression (FoE), independent journalism, and digital rights organisations. The IFEX network of nearly 90 FoE defence organisations provides GV with ready sources of contacts, knowledge, and skilled partners for a range of work, and could be engaged to support Programme output. GV also has links with digital rights organisations centered around the annual Internet Freedom Festival who can provide knowledge and connections on new technologies, safe and secure communications, and support services. GV also works with dozens of **independent, online news organisations** in the Global South.

GV's projects both work to improve technical and knowledge capacity for its partners. Rising Voices focuses on small catalytic grants, network-building to improve access to local/regional knowledge and skills and resources, and best practice in online news production, technology, community organisation and sustainability, as well as storytelling in the Global South. GV's work includes strengthening on digital security, access to legal assistance, and Advocacy reporting cases of threat to individuals and organisations. In 2013, GV was found to be the most gender-balanced media organisation featured in studies at the time. 16 core employees and half of its Board of Directors are women. GV also focuses on gender as a distinct topic of reporting. With a robust Ethics and Harrassment Policy, it creates a work environment free of harassment and threat on the basis of gender.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

GV receives funds from private foundations and media development and digital rights nonprofit partners, donations from individuals and corporations, and through mission-related services. It has been operating as a Dutch nonprofit since 2008, with an average annual budget of $1.35 million. It receives a combination of multiyear support grants from funders including **HIVOS, the MacArthur Foundation, the Open Society Foundations, and the Omidyar Network**, and short-term funding for project-based work and events. Mission-related services include short and long-term translation work, research projects, and media co-productions. For 2016-2018, Global Voices funds breakdown includes $3,201,002 in grants, $264,881 in donations, $501,327 in earned revenue, and $577,296 under fiscal sponsorship management. Funds are for operations, running the Global Voices Newsroom, freedom of expression and digital rights reporting projects, and Rising Voices media development and support projects.

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

No. GV conducts annual audits, works with an accounting firm to manage monthly accounts, has a procurement policy, a conflict of interest policy, and requires two individuals to sign off on all purchases. It conducts monthly financial reviews, and reports to a finance board on the GV fiduciary board. **It is audited annually, and has no findings for the past four years.**

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

Yes.

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	NAME OF ORGANISATION	International Media Support (IMS)
3.2	ADDRESS	Noerregade 18, DK-1165 Copenhagen K, Denmark
3.3	WEB SITE	https://www.mediasupport.org/
3.4	REGISTRATION OR CHARITY NUMBER	CVR 26487013
3.5	ANNUAL INCOME	Income (original currency): 119,694,840 Kr. (2017) Income (£ equivalent): £14,268,000 Exchange rate: 0.11920 (Oanda 31/12/2017) *Start/end date of accounts (dd/mm/yyyy*) From: 01/01/2017 To: 31/12/2017
3.6	LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS	Not available online. Submitted to BBC Media Action and available upon request.
3.7	NUMBER OF EXISTING STAFF	92

3.8	ORGANISATION CATEGORY (Select a maximum of two categories)			
	Non-Government Org. (NGO)	X	Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	
	Other... (please specify)			

3.9	TRACK RECORD AND EXPERIENCE: Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme (including technical issues and relevant geographical coverage). What development results has this organisation achieved that are relevant to this proposal (ie for similar interventions in similar contexts for a similar cost)?

IMS has extensive experience in strengthening local and regional networks and coalitions in the Global South to support media freedom, with notable experience across Sub-Saharan Africa, including **Ethiopia**. Since 2001, IMS has established partnerships with over 500 national and international partners worldwide, including media outlets, press freedom and human rights groups, UN and government agencies. IMS' approach to media development is driven by active participation in international and regional alliances that enable it to coordinate and align efforts, **ensure local ownership and promote local structures of accountability**; and to **link local impact and knowledge with global policy** and standards development, ensuring knowledge transfer and the sustained involvement of local partners in global discussions. IMS connects on key issues with influential global networks including media development coordination and local-global knowledge transfer via Global Forum for Media Development; journalism safety via UNESCO; and technology and human rights policy via the Global Network Initiative. 37 of IMS' 90 staff are local staff in offices including Kenya, Somalia and Iraq, with representatives in other countries, including Zimbabwe.

IMS' approach to network and coalition building is rooted in 'bottom-up partnerships'. Strategic decisions around in-country partner engagement are guided by local stakeholder processes, set against the broader context of international actors' interventions, which IMS pursues collaboratively to ensure alignment. In Zimbabwe[48], IMS supported the coordination of local and international partners contributing to a common national media strategy. Evidence-based advocacy by IMS and local partners resulted in constitutional amendments guaranteeing media freedom. In February 2015, IMS documented the impact of 10 years' of interventions in Zimbabwe. Results and lessons were shared with other countries, including Somalia, Tanzania, and Niger. Independent evaluation[49] found that the programme *had "set the tone for growing accountability by duty bearers".* Furthermore, relationships the media built with government could ensure dialogue on media laws and policy reforms continues beyond the program.

IMS has demonstrated an ability to learn from and improve programming from evaluations and to catalyse such

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[48] 2007-2018 and ongoing / £9.8 million / Danida, Norad and DFID
[49] End-of-programme Evaluation Report for '*Support to Media on governance and Electoral Matters in Zimbabwe'*. Available upon request

learning through its network. In its **Somalia programme,** a comprehensive monitoring and evaluation system enabled real-time strategy revisions of programme implementation, supported outcomes, including the improved quality of journalism through a common platform of more than 30 radio stations. IMS connected partners in Somalia with their peers in other African countries, to promote further learning and solidarity. An independent evaluation[50] completed in April 2018 concluded that the programme had strengthened freedom of expression, journalists' rights and safety and progressed "robust dialogue between civil society actors and government".

IMS' approach to learning, which includes **context analysis, in-depth analysis of the media sector and operational risk assessments,** has informed its contribution to development of the Ethiopian media since 2012. In-depth analysis of the media environment engaged with a wide set of stakeholders to understand the relationship between the socio-economic and political context, and the media, freedom of expression and humanitarian/developmental outcomes. IMS analysis of the media sector is framed through [UNESCO's Media Development Indicators](#), **which IMS was instrumental in developing**. Achievements include the strengthening of skills among journalists and editors on public interest journalism and digital journalism, IMS' facilitation of the establishment of an Ethiopian Editors Forum and strengthening of the Community Radio Association. Following the Civil Society Proclamation, IMS has commenced the registration process aiming to establish a country office. IMS has demonstrated **tangible outcomes through coalition building;** its support in Pakistan to partnerships and alliances to improve the regulatory framework and professional codes for journalists resulted in a national code of conduct for journalism, which launched in 2017.

IMS treats gender as cross-cutting in all its work. In Somalia, IMS focuses on supporting women working in the media by addressing women's work conditions, gender-based safety and mentoring of leaders. Working with the Somali station Radio Ergo, its content supports the role women can play across Somali society and encourages women to speak out on their views. 12 Somali women media professionals underwent leadership mentoring, and more than half were in more decision-making roles already by programme end. In Zimbabwe, IMS supported the development of a gender sensitive code of ethics for the media, adopted by the Voluntary Media Council.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

Since 2001, IMS has managed and disbursed funds to local partners in Asia, Africa and MENA from various donors including **Danida, Sida, Norwegian MFA and the EU**. Some recent examples include: **Sida** 2014-18 and ongoing Strengthening Somalia Media – Promoting Peace, Reconciliation, accountability and citizen participation in democratic processes £4 million - IMS managed and administered distribution of funds (until end 2017): £974k to local partners; MENA regional Media Cooperation Programme (2013-2015 and ongoing / £4m / **Sida**) IMS managed and disbursed £2.8m to local partners over three years. IMS strengthened partners through regional and international exchanges, facilitating coalition building; coordinating mentoring; advising of business plans. Niger Media Support Programme (2014-2017 /£1.4m/ Danida) IMS managed and administered disbursement of funds: £865k to local partners over three years. IMS worked closely with five local media and CSO partners to support the Nigerian media as a driving force in consolidating democracy and advocating for peace and good governance. Since 2011 IMS has managed a *Safety Fund for Danish Union of Journalists* for safety and protection of journalists globally (2011-/£ 72.5K/**Dk Union of Journalists**).

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

No. IMS has several measures to counter and address corruption including: a Code of Ethics, Procedures on Irregularities, and a partner anti-corruption Handboook. All staff receive in-house training in financial and administrative programmes management, and IMS Controllers have been trained externally on financial management for NGOs, including on anti-corruption with the EU. Operating in countries where corruption is a high risk, IMS pay close attention to fraud risk, including with partners. Additional training with partners on financial and administrative handling is conducted by a Senior Controller with regular visits by Programme Managers and Controllers. In cases of alleged fraud, IMS' Senior Finance and Management are alerted with the case investigated, documented and the relevant donor kept informed.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years?**

Yes

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[50] Evaluation Report for IMS *'Fojo of the Sida-funded Somalia Media Programme'* available upon request

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	NAME OF ORGANISATION	Media Development Investment Fund (MDIF)
3.2	ADDRESS	37 West 20th Street, Suite 801 New York, NY 10011, USA
3.3	WEB SITE	https://www.mdif.org/
3.4	REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)	13-4052259 EIN tax number: Identifier used by US IRS MDIF is a 501(c)(3)
3.5	ANNUAL INCOME	Income (original currency): $6,654,396 (2018) Income (£ equivalent): £5,237,730 Exchange rate: 0.78711 (Oanda 31/12/2018) ***Start/end date of accounts (dd/mm/yyyy)*** From:01/01/2018 To:31/12 2018
3.6	LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS	MDIF does not have audited accounts online. Accounts have been submitted to BBC Media Action. Available upon request.
3.7	NUMBER OF EXISTING STAFF	37

3.8	ORGANISATION CATEGORY (Select a maximum of two categories)			
	Non-Government Org. (NGO)		Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	
	Other... (please specify)	X	Not-for-profit corporation [US: 501(c)(3)]	

3.9	TRACK RECORD AND EXPERIENCE: Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme (including technical issues and relevant geographical coverage). What development results has this organisation achieved that are relevant to this proposal (ie for similar interventions in similar contexts for a similar cost)? Please include details of this organisation's capacity to deliver and learn from evaluations, where possible including an example. Please list any external evaluations of this organisation's work (relevant to the proposed programme) which have been completed and whether they are available.

Founded in 1995, MDIF's mission is to support the **financial sustainability of independent media organisations** in countries where access to free and independent information is under threat. Providing low-cost loans and equity capital supported by capacity building in media management (financial and business), MDIF seeks to ensure media organisations develop enduring independence built around quality journalism. MDIF's financing enables them to invest in infrastructure, personnel and equipment to grow in environments where the only other sources of capital come with conditions subverting editorial independence. Before working with a media organisation, MDIF conducts analysis of the market in which it operates, typically including a review of market size, demographics and digital penetration. This assessment of the business environment in which the organisation competes enables informed recommendations on the business potential of specific opportunities. MDIF brings to the programme experience of the dynamics of, and connections with, the private sector. It may be able to mobilise follow-on low-cost loan or equity financing for organisations within the programme that show strong potential for financial sustainability and require further investment. MDIF has regional staff in Sub-Saharan Africa and Asia. Its Africa Director will lead PMF country activities.

MDIF has provided **$170 million+ in affordable financing and technical** assistance in media management to 115 independent media organisations and 350 projects in 40 countries. Approximately $23.7 million of this has been in technical assistance and other grants. Following MDIF support, clients have **increased reach by an average of 32%** after 5 years and sales by 105%. In 2017, 93.7milion people received news from MDIF clients with 96%+ reached by its clients living in countries where the press is not free or only partly free. MDIF clients generated combined sales of $381.4 million with each dollar invested leveraging $5.32 in client sales. MDIF's Media Advisory Services equips clients with knowledge and skills to make critical decisions on the direction of

their business. Technical assistance is tailored to organisations' specific needs and capacities, typically focusing on senior management, financial management, revenue/business development and corporate governance. MMP uses in-house specialists and external consultants, providing clients with targeted one-on-one consultancy and group training. Support is granular and strategic; from optimizing ad networks to product development and new modes of revenue generation. MDIF will leverage learning from global experience of similar market/political conditions, and from initiatives similar to this programme; notably, the Myanmar Media Programme (MMP), a 3.5-year, $2.4 million technical assistance (plus small grants) project supporting media financial sustainability in an economically and politically challenging market. From 2015, MMP I supported 12 select independent privately-owned media organisations across the country. SIDA noted that MMP had "**met and exceeded** its impact goals with participating media organisations growing both in revenue and audience reach".[51] MMP I ends in June 2019 MMP II will address self-identified areas for improvement, informed by [understanding of the local market]. For example, MMP I was unable to assist smaller organisations with basic levels of development. MMP II will extend support to a 'second tier' with lower technical capacity.

MDIF uses a **results-based management approach** to monitor, manage and develop the implementation of business strategies. KPI's are agreed with clients prior to the work beginning, with review throughout. Weekly reports which include progress and concerns are compiled and evaluated. The client is an active participant providing feedback and concerns. **Learnings from interventions**, particularly through consultancy reports are shared among MDIF personnel, with clients and between clients, when appropriate. MDIF can leverage its client network to share their experiences of management and sustainability initiatives with the programme. Learning will be two-way with learning from the programme informing MDIF's network of independent media, globally.

MDIF provided intensive digital consultancy to a Nepalese radio network over 2+years to develop its social media presence and audience engagement, particularly on Facebook. Strategic consulting and training on digital content generation was supplemented by peer mentoring from another MDIF client, Malaysiakini. Facebook likes grew from negligible numbers to 650,000+ in one year, and its site rose from 478th most popular to 35th.[52] This led to increased broadcast audience and interaction, particularly among 18-24s, at home and abroad. The network's content was invaluable for Nepal after the 2015 earthquake.

MDIF encourages applications for support across gender, age, ethnicity and other lines. It pays attention to gender-based disparities within applicant organisations and reviews applicant's reporting periodically to minimise gender-based bias and ensure that fair and inclusive reporting remains the norm. Applicants that discriminate based on gender within their organization or in content are excluded from investment. MDIF encourages clients to adopt policies to promote gender equality and sensitivity, particularly employment policies. It conducts an annual survey with question on gender breakdown of staff and management/Board of client organisations: 38% of staff and 34% of management of MDIF-supported media identify as female.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

At the end of 2018, MDIF had $72m+ managed assets (including its own funds and funds managed for external investors) in four funds providing debt and/or equity financing to independent media in challenging markets: a private equity fund ($13m, four external foundation and private impact investors), a **SIDA**-guaranteed loan fund ($6m, five external investors), a hybrid general investment fund ($29m, multiple investors) and a special purpose fund ($24 million, one external investor).

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

No. MDIF conforms to international accounting and auditing standards to minimise the risk of fraudulent activity. Its anti-corruption/anti-money laundering and whistleblowing policy, and conflict of interest and confidentiality rules set out key checks and balances.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

Yes

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[51] Reference letter from SIDA available upon request

[52] Measured by Alexa.com

SECTION 3: BACKGROUND AND TRACK RECORD: (Max 2 pages each)		
3.1	**NAME OF ORGANISATION**	Wits Incubator (Pty) Ltd trading as Tshimologong Digital Innovation Precinct[53] (Wits)
3.2	**ADDRESS**	41 Juta Street, Braamfontein
3.3	**WEB SITE**	Wits Journalism; Tshimologong; Jamlab
3.4	**REGISTRATION OR CHARITY NUMBER (IF APPLICABLE)**	2016/266366/07
3.5	**ANNUAL INCOME**	Income (original currency): R8,000,000 Income (£ equivalent): £478,780 Exchange rate: 0.05985 (Oanda 31/12/2017) ***Start/end date of accounts (dd/mm/yyyy)*** From 01/01/2017 To: 31/12/2017
3.6	**LINK TO THE ORGANISATION'S ANNUAL AUDITED ACCOUNTS FOR THE PREVIOUS TWO YEARS**	2016 and 2017 University annual reports incorporating Wits Incubator Pty Limited part of Wits Commercial Enterprise (Pty) Ltd. 2017 accounts for Wits Incubator available on request. 2018 Audited accounts due to be finalised by June 2019.
3.7	**NUMBER OF EXISTING STAFF**	23 full time, 13 part time

3.8	**ORGANISATION CATEGORY** (Select a maximum of two categories)			
	Non-Government Org. (NGO)		Local Government	
	Trade Union		National Government	
	Faith-based Organisation (FBO)		Ethnic Minority Group or Organisation	
	Disabled Peoples' Organisation (DPO)		Diaspora Group or Organisation	
	Orgs. Working with Disabled People		Academic Institution	X
	Other... (please specify)		Wits Incubator is a subsidiary non-profit company of the University of the Witwatersrand	

3.9	**TRACK RECORD AND EXPERIENCE:** Briefly outline this organisation's track record in relation to its roles and responsibilities on this programme (including technical issues and relevant geographical coverage). What development results has this organisation achieved that are relevant to this proposal (ie for similar interventions in similar contexts for a similar cost)?

The University of the Witwatersrand, Johannesburg is one of Africa's leading research Universities with over two thousand academic staff. The 2017 Academic Ranking of World Universities placed Wits University as the **highest ranked in Africa**. Tshimologong was opened in 2016 as the University's digital innovation hub. On the Protecting Media Freedom (PMF) Programme, it will contribute innovative learning techniques to inform locally-driven programme design, particularly around the Learning and Evidence and Policy work streams.

Tshimologong and its Journalism and Media Lab (Jamlab) programme in particular, supports journalism, entrepreneurship, media start-ups and digital skills development. Jamlab is a joint programme between Tshimologong and the University's Journalism and Media Department (Wits Journalism). Over ten enterprise development programmes have been completed with over 100 beneficiaries to date. Jamlab incubator and training has supported **twelve new media start-ups** in the private and non-profit sectors in its accelerator and hosts a programme of skills development workshops and convenes roundtables for independent media and journalists. In 2019 it has hosted national news editors, the chairperson of the National Editors Forum and journalists from eight African countries. Jamlab is led by Indra de Lanerolle, a former BBC Senior Producer and a media producer, entrepreneur and trainer with over three decades' experience in broadcasting and digital media. Jamlab publishes a monthly online magazine for media innovators in Africa that tracks media innovation with articles and blogs. The PMF programme will utilise this to disseminate evidence and learning and engage practitioners, especially the digital journalism community, through feedback and discussion.

Wits Journalism has developed the only **accredited journalism and media entrepreneurship course** in

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[53] A subsidiary of the University of the Witwatersrand, Johannesburg

Africa, which is externally examined by Assistant Professor Asmaa Malik at Ryerson University in Canada. It has begun work on digitising Wits' Creating Media course, the only such course on the continent. Delivering this course as part of the programme will connect participants in **Ethiopia** and **Sierra Leone** with other participants on the continent, strengthening networks and learning across the continent.

As the only innovation lab and incubator in Africa dedicated to journalism and media, the programme will draw on Wits Journalism and Jamlab's original **innovative research approaches**, expertise (particularly in digital spaces), and platforms to support overall knowledge, evidence, learning and adaptation. This research includes its annual "State of the Newsroom" reports, which outlines its research on fake news and the mobile diaries research project. Wits Journalism has conducted and published peer reviewed and other research on social media and the public sphere in South Africa, uses of digital technologies in South Africa and Kenya, and demand for open data A key approach is its work with 'action research'. Through Jamlab, Wits Journalism has developed a **highly iterative approach to learning** with media teams following 'design thinking' and human centred design approaches. These include weekly reviews; continuous validation of assumptions about audiences and income and continuous publishing of learning. It has also published an **action research** report on its accelerator. Its action research model will be applied in the PMF Programme design.

Jamlab has run learning events, workshops, roundtables and clinics over the last three years aimed at strengthening media practitioners' financial sustainability, trust with audiences, use of digital technologies and policy advocacy. **Wits Journalism convenes the largest journalism conference in Africa** (The African Investigative Journalism Conference, formerly Power Reporting), now in its 15th year. Building on this Conference, Jamlab is organising a new African digital information and media festival. This will start in October 2019, with aims to establish it as an annual event for convening African networks of independent journalists and media makers. Both platforms will support the sharing of evidence and learning from the programme, facilitating dialogue debate and shaping policy.

The programme will benefit from Wits Journalism's extensive experience and skills in **training community radio, television and digital media on the continent.** Beyond South Africa, its team has trained professionals in Zambia, Namibia, Mozambique, and Zimbabwe amongst other countries. It also hosts AfricaCheck, the major fact checking and verification organisation on the continent. AfricaCheck runs training workshops for journalists in fact checking and verification.

Half of the media enterprises supported by Jamlab have been women led. Tshimologong also hosts number of activities aimed at encouraging women to participate in Tech.

3.10	**FUND MANAGEMENT:** Please provide a brief summary of this organisation's recent fund management history. Please include source of funds, purpose, amount and time period covered.

Tshimologong has managed over R40,000,000 (approx £2,100,000) in grant awards. Sources of funds include: **JP Morgan, CISCO Systems, Agence Française de Développement (AFD), Telkom SA**. These grants have been for skills development, enterprise development and digital content development. The **AFD grant** of R7.8m (approx £420,000 GBP) from 2018 to 2021 is supporting the creation of a digital content hub for digital media enterprise development and skills development. **JP Morgan's** grant of R3,611268 (approx £194,000) from October 2016 to December 2017 was provided for the support of entrepreneurs for underserved populations. **ACSA's** grant of R2,000,000 (approx 107,000 GBP) March 2017 to April 2019 to sponsor 100 seats in Jamlab's tech hub, running challenges, including hackathons and tracking beneficiaries.

3.11	**FRAUD: Has there been any incidence** of any fraudulent activity in this organisation within the last 5 years? How was the fraud detected? What action did your organisation take in response? How will you minimise the risk of fraudulent activity occurring?

No. The University and its subsidiaries are subject to a number of governance measures, policies and procedures to minimise the risk of fraud including controls concerning procurement, payment and HR. Tshimologong's management team are supported by the University's governance, HR and finance management. Internal auditors also provide advice on measures to improve protections from fraud.

3.12	**DUE DILIGENCE: Has your organisation had a due diligence assessment within the last three years? YES/NO answer only.**

No.