

German

Media

Development

Cooperation

A Survey

November 2010

FORUM medien und entwicklung

In collaboration with:

*Catholic Media Council
CAMECO*

DEUTSCHE-WELLE-AKADEMIE

*Erich Brost Institute for
International Journalism*

*Friedrich-Ebert-
Stiftung FES*

*International Institute for
Journalism IJ*

*Konrad-Adenauer-
Stiftung KAS*

*Media in Cooperation and
Transition MICT*

n-ost

*Protestant Academy of the
Rhineland*

*Reporters Without Borders –
German Section*

*Zurich University of Applied
Sciences in Winterthur ZHW*

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Contributions were invited, but no response received, from:

Berlin International Film Festival
BMZ – Federal Ministry for Economic Cooperation and Development
DWJN – Dritte Welt Journalisten Netzwerk
EED – Church Development Service
Eirene
FNS – Friedrich-Naumann-Stiftung
German Human Rights' Film Prize
Hanns-Seidel-Stiftung
Heinrich-Böll-Stiftung
Heinz-Kühn-Stiftung
IJP – International Journalists' Programmes
Journalists help journalists
Peace Counts
Rosa-Luxemburg-Stiftung

The following organisations replied that they are not directly involved in media development cooperation:

German UNESCO Commission
Fernseworkshop Entwicklungspolitik
PECOJON – Peace and Conflict Journalism Network
ZDF – Zweites Deutsches Fernsehen

The following organisations indicated their preference not to be included in the survey:

AA – Federal Foreign Office
GTZ – Gesellschaft für Technische Zusammenarbeit

Preface

This publication offers an overview of current German media development cooperation practices. It presents the findings of a survey distributed in September 2010 to 41 organisations, of which 21 responded. The answers included in this publication provide insights into their different aims and approaches, institutional context and size, lessons learned and evaluation practices.

This publication also serves as a basis for the 6th international symposium of the German Forum Medien und Entwicklung (FoME) on “practices and challenges of German and international media development cooperation” (Nov. 2-3, 2010 at Schloss Eichholz, Wesseling near Bonn).

A similar conference called “Practice and Perspectives of German Media Assistance” took place in 2002, and was also accompanied by a comparable survey (*Arbeitsmappe Praxis und Perspektiven der deutschen Medienförderung*). The 2002 assembly was one of various factors leading to the foundation of FoME in 2005.

The survey requested the following information:

- *Main areas and activities of media/communication assistance of the organisations*
- *Aims and guidelines/principles directing their work*
- *Annual budgets for media development (current, over the last five years, trends for the future)*
- *Lessons learned: Examples of successful programmes/projects*
- *Lessons learned: Examples of less successful programmes/projects*
- *How media development priorities and strategies shifted over the last ten years, and why*
- *How media assistance activities are monitored and evaluated*
- *Publications and other relevant material*

In the meantime, major changes have taken place, as summarised in the introductory article of this publication: new specialised actors have emerged; new concepts in strengthening the professional capacity of media have been introduced; tailor made instruments for monitoring and evaluation are being developed; the investments in media development cooperation seem to be expanding. In addition, the German Federal Ministry for Economic Cooperation and Development (BMZ) has expressed growing interest in media assistance. However, German media development cooperation continues to be inadequate at strengthening a supportive legal and regulatory environment and economic sustainability of media in developing and transitional countries.

Christoph Dietz

German Media Development Cooperation: Results of a Survey

By Christoph Dietz (CAMECO) and Helmut Osang (DW-AKADEMIE)

This article summarises major characteristics of current German media development cooperation and aims to stimulate the reflection upon its strengths and weaknesses. We do so by interpreting similarities and differences of the 21 institutional profiles included in this publication through comparing them with a “holistic” media development approach.

1. Common understanding of the role of media in democracy

There is a broad common understanding among all institutions participating in this survey on the pivotal role of media in democracy and democratisation, well summarised in the FoME mission statement:

“...free and independent media are essential for the development of liberal democracies. Free and independent media ensure that all groups of society can participate in public opinion forming. At the same time they demand transparency and accountability from political, social and economic players. This is also of particular importance with regard to poverty reduction and the promotion of sustainable development...”

Various organisations (DED, ifa, MICT) also stress the specific role media play in conflicts and peacebuilding by “significantly affecting the way conflicts are perceived and interpreted, the dynamics that unfold and the prospects for a constructive turn in the direction of the conflict” (citation from the DED profile).

2. A holistic approach to media development

How do the different actors try to contribute to these goals, and in what way? How can the results of the survey be compared, what would be a suitable, a creative framework to assess the findings and from there to move ahead to a coherent approach and a common ground for development cooperation from within Germany?

Two years ago, UNESCO presented the ground-breaking „Media Development Indicators” framework. The indicators form a gauge with which to measure if and how media development is able – or being made able – to contribute to the overall and agreed goals: free expression, access to information, transparency, accountability, public participation, good governance, human rights and human development. It’s a tool for analysis, not for comparing or ranking.

UNESCO Media Development Indicators

1. A system of *regulation* conducive to freedom of expression, pluralism and diversity of media
2. Plurality and diversity of media, a *level economic playing field* and transparency of ownership
- 3: Media as a *platform* for democratic discourse
- 4: Professional *capacity building* and supporting institutions that underpins freedom of expression, pluralism and diversity
- 5: *Infrastructural capacity* is sufficient to support independent and pluralistic media (UNESCO, 2008)

Deutsche Welle Akademie has proposed a slightly different set, suggesting the following five dimensions of a media system:

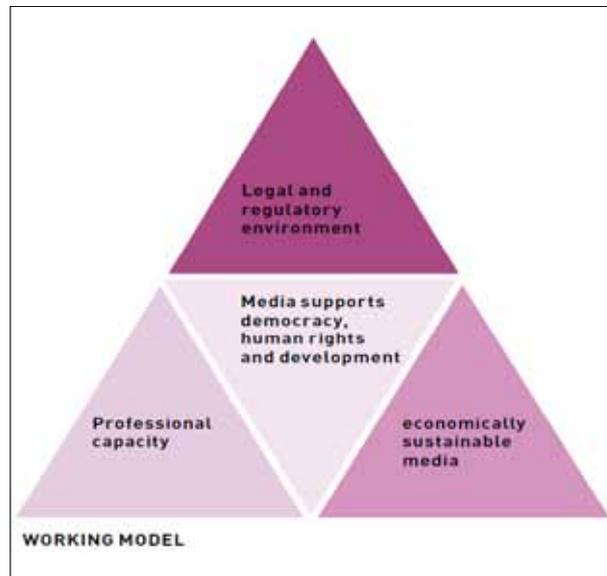
- 1: An enabling legal and regulatory framework
- 2: The technical and material organisation of the media landscape, or infrastructure
- 3: Training levels and working conditions of media professionals
- 4: Participation possibilities enabling people to create media content, or the actual ways how to give voice and visibility and presence
- 5: People's access possibilities, or the chances to practically get media and their content, to access information (Deutsche Welle Akademie 2010)

The common idea of the two sets of indicators is that in order to understand the complex media landscape in a country, it is required to *look at the whole picture and at individual functions and factors and their interrelations*. And to acknowledge that media is about content and journalists, indeed, and at the same time about laws, regulations and government politics, business, management and finance, and about beliefs, values and norms. Everything is interconnected. This comprehensive and systemic view is what one needs before actually considering where and how media development interventions would be most necessary, effective and sustainable. The holistic and systemic view is a step forward from the way in which many actors worked in the field of media development in the past: by choosing just one instrument, mainly training individual journalists, and implicitly assuming that this will have impact on the entire media system in the given country.

For the sake of presenting the survey results, we thought to further simplify the mentioned sets of indicators, to make the underlying holistic approach clear and visual. We picked this visual from a recent publication by Andrew Puddephatt, the author of the UNESCO-IPDC indicators, and are using it here as a working model here. The model further narrows down the mentioned sets of indicators. It pictures the essential cornerstones of a functioning media system: professional capacity, legal and regulatory environment, and economic sustainability.

Only the combination, the results of multiple interrelations and also overlapping functions of the three corner sections can produce an environment that builds media that support

From: Andrew Puddephatt, *Sida's guidelines for media development*.
Stockholm: Swedish International
Development Agency, 2010



free expression, access to information, transparency, accountability, public participation, good governance, human rights and human development. It is important here to look at media in two ways – as a **place** where information, ideas and debates are exchanged, where voices are heard and visibility is given, a public forum, and as **a civil society actor** in its own right. This double role is what makes media development such a unique field in overall development cooperation.

The working model also provides a holistic approach to designing media support programmes. Ideally speaking, a media programme should incorporate elements of all three corner sections. If this cannot be done by one agency alone, various actors can collaborate and complement each other. Or, there may be situations where there is a specific focus upon one section only, due to the specific local context. **What is crucial is that there is a holistic approach to media development.**

We now relate the findings of the media development cooperation survey to this working model.

3. Strengthening professional capacity continues to be the main focus of German media development cooperation. Intervention strategies beyond individual journalistic training gain in importance.

Capacity building can be defined as the “process of developing and strengthening the skills, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world.” (Ann Philbin, *Capacity Building in Social Justice Organizations*, Ford Foundation, 1996)

Strengthening professional capacity in media development can be achieved at various intervention levels (see also SDC 2007):

- Individuals, e.g. training of journalists;
- Media outlets (institutional level), e.g. guidance of a single media outlet in strategic planning processes, tailor made trainings for editorial teams, technical assistance, provision of equipment;
- “Supporting national media institutions and networks”, i.e. the setting-up of or support to local training and research organisations, production networks and associations of journalists, media monitoring groups, press councils, etc

The vast majority of agencies in German media development cooperation undertake capacity building at the level of individuals or media outlets, and most of them see training as the predominant activity in this context. Most target journalists (exception Deutsche Welle Akademie (DWA) which provides capacity building for all sectors in broadcasting – managers, technicians, journalists). This is not new, and has been the case for many years.

However, some remarkable changes have taken place over recent years:

- Training contents have moved from basic skills to more specialised training for designated subject areas, such as economics and finance, elections, climate and environment, or children’s TV (DWA, InWEnt-IIJ, DED, Prix Jeunesse);
- Training is related to particular situations, such as conflict prevention and conflict resolution (DWA, DED, ifa, InWEnt-IIJ);
- Training is targeting specific types of media and programme types, such as community radio or participatory programmes on mainstream media, and is at the same time trying to build the overall capacities of the involved media (DED, DWA, InWEnt-IIJ);
- Training is closely linked with content development and practical media production (DWA, MICT);
- Training is combined with exchange programmes, internships and scholarships (n-ost, LfM, Robert Bosch Stiftung, ZEIT).

There is an overall trend away from isolated training activities at the level of individuals – hoping for the trickle-down effect – to a more integrated, organisational approach (level of media outlets), where training is one option among several others.

German media development cooperation also fosters some “supporting media institutions and networks”. The survey includes five examples: strengthening the Sudan Catholic radio network (CAMECO); strengthening an independent journalist association in Burkina Faso (DED); strengthening local journalists’ network in Latin America (DWA); supporting the Asia News Network (KAS); creating media networks among conflicting factions in society (MICT).

4. German Media Development Cooperation appears to be inadequate at strengthening a supportive legal and regulatory environment for the media.

A supportive legal and regulatory environment is of fundamental importance for the development of a professional and independent media sector. However, very few German organisations work in this field. Of the 21 organisations included in the survey, only Friedrich Ebert Stiftung (FES) and Konrad Adenauer Stiftung (KAS) mention being active in media policy and regulation issues. Reporters without Borders is the only organisation systematically offering emergency assistance to threatened media workers. In addition, Zeit-Stiftung awards the “Gerd Bucerius Prize Free Press of Eastern Europe”, and Misereor supports the community media legislation campaign of AMARC in Latin America.

5. German media development cooperation is also not strong in supporting the economic sustainability of media in developing and transitional countries.

Often enough – not only in developing and transitional countries – economic sustainability is the Achilles heel of professional and independent journalism. However, few institutions are developing or have already developed specific instruments focusing on media sustainability, be it of individual media outlets or the media sector as a whole. CAMECO plans to edit practical materials on local radio marketing; DW-AKADEMIE and InWEnt-IIJ offer trainings in media management, or integrate issues of economic and financial sustainability in capacity development projects with individual media outlets or media

groups (DWA). KAS conducted the Africa Media Leadership Conference on “Sustainable Media Business Models in the Digital Age”. Partners’ networking is mentioned to be a major element contributing to sustainability by DED and MICT.

6. German Media Development has a growing variety of actors.

The following table shows that, during the last ten years, many new actors in media development have emerged (➔), especially “media development NGOs”, i.e. NGOs exclusively active in the media field.

	Organisations exclusively active in the media field	Organisations active in the media field and other areas
State-related (parastatal) organisations and political foundations*	DW-AKADEMIE ➔ IMS InWEnt-IJ LfM Prix Jeunesse	DED FES ➔ IfA-zivik KAS
NGOs and private foundations	CAMECO EZEF ➔ IDEM ➔ MICT ➔ n-ost ➔ Radijoko Solidaritätsfonds ➔ Xchange P. ➔ Reporters Without Frontiers	Misereor Robert Bosch Stiftung Zeit-Stiftung

The broad variety of actors reflects a broad variety of local counterparts and approaches, e.g. some institutions address community media (e.g. CAMECO, DED, DWA, Misereor), mainstream media (e.g. Konrad Adenauer Stiftung) or public service media (DWA).

It may be also helpful to distinguish between those organisations exclusively specialised in media and those where the media field is one of several working areas, as these tend to follow different institutional logics. Specialised media organisations will aim to further develop their “niche”, meanwhile non-specialised institutions will relate their media activities to their overall goals and focuses. Both models have specific advantages and limitations, e.g. organisations exclusively active in the media field will probably find it easier to launch new project ideas on an experimental basis, meanwhile organisations active in many areas will probably more easily connect their media activities with other working areas.

* “State-related (parastatal) organisations” refers to institutions which may not belong to the official state structure, but fulfil a semi-statal role (e.g. public service broadcaster) or partly implement state policies. German “political foundations” are connected to the major parties of the German political spectrum and supported by the state budget, although they are independent private, non-profit foundations. They complement the official German foreign policy, but choose their own priorities and strategies. All foundations – Friedrich-Ebert-Stiftung (FES), Friedrich-Naumann-Stiftung (FNS), Hans-Seidel-Stiftung (HSS), Heinrich-Böll-Stiftung (HBS), Konrad-Adenauer-Stiftung (KAS), Rosa-Luxemburg-Stiftung (RLS) – also work in the media field, though only FES and KAS (the most active political foundations in media development) responded to the questionnaire.

7. Few actors have a major media development budget. However, the investments in media assistance seem to be expanding.

The following table shows that only seven organisations participating in this survey have a budget for media development which surpasses € 500.000. The DW-Akademie is by far the “biggest” player in the field.

Various organisations have experienced raising media development budgets (↑). In addition, many new NGOs emerged over the past ten years (↻). We therefore presume that overall German investments in media development have increased over the last few years.

	Annual media development budget > € 500.000	Annual media development budget < € 500.000	Media development budget not known
State-related (parastatal) organisations + political foundations	DW-AKADEMIE ↑ FES IJ KAS ↑	ifa-zivik LfM Prix Jeunesse	DED ↑
NGOs and private foundations	CAMECO ↻ MICT ↑ Misereor	EZEF ↻ IDEM ↻ Radijojo ↻ RWB ↻ n-ost Solidarit�tsfonds ↻ Xchange P. Zeit-Stiftung	Robert Bosch Stiftung

However, no recent statistical data are available regarding the total amount of German media development cooperation.

As the following table shows, German media development cooperation has experienced substantial changes over the last decades. Since its peak in 1981, German investments have continuously decreased.

Year	Amount	Source & Additional Information
1981	DM 104.6 M. (equivalent to € 101.5 M. in 2009)	Wilke 1996, p.541; does not differentiate between media development and development communication and includes only projects financed by the development ministry BMZ*;
1995	DM 43.2 M. (equivalent to € 27.7 M. in 2009)	Wilke 1996, see commentary above
2000	€ 19.3 M. € (equivalent to € 24 M. in 2009)	Oepen/Abele 2003, p. 45; includes only projects financed by the development ministry BMZ*; also contains some contradictory data such as an overall sum of € 32 M. from 1998-2002 (annex 3), which would mean an average amount of € 6.4 M. per year
2010	???	Probably an increase in comparison to 2000.

* Funds from the Foreign Ministry (e.g. to UNESCO-IPDC, the Stability Pact to Southeast Europe and others) are not included, nor are private donors.

Contrary to Germany, many other donor countries have increased their media development budgets since the 1990s (see Myers 2009 for more details). The major donor country has been the United States of America with 142 Mio. US\$, in 2006, including state as well as private donors (see National Endowment for Democracy 2008).

8. Tailor made instruments for monitoring and evaluation are being developed.

Amongst the respondents of the survey, questionnaire based quantitative methods still prevail in evaluation practice. This is also due to the lack of readily available impact-oriented methods and approaches in media development cooperation. It is for this reason that FoME organised two conferences on this issue under the title “Measuring Change”, in 2007 and 2009, which brought together experts in evaluation and monitoring from around the world. One practical result of the international sharing of experience in this field is the mediaME-wiki initiative, organised by CAMECO and supported by international and German media developers, evaluation experts and academics.

Various promising developments within the German Media Development Cooperation community can be observed, namely a growing number of new approaches:

- Combination of quantitative and qualitative methods: MICT applies a mix of quantitative methods, such as circulation reach, number of articles, etc., and qualitative methods, such as in-depth interviews, group discussions, media content analysis; as a pilot in one case, DWA tried base-line studies on media usage as a starting point, in-depth interviews with team members and control group at the start of project and again later on)
- Integrated approaches: Results-based monitoring and evaluation, where refined quantitative and qualitative methods are integrated in the entire process of project management: planning, designing, implementing (DED, DWA)
- Emphasis on continuous monitoring, based on milestones and indicators for process progress (DWA)
- “Movie matrix”: A framework concept for results-oriented planning and implementation at all stages of the funding cycle (ifa)
- Proprietary programme-integrated planning, monitoring and evaluation system called PriME which is based on the DAC criteria and uses quantitative and qualitative M&E tools (IJ/inWent) (see also Fengler et al. 2009).

9. Open questions

Some important strategic and conceptional aspects of media development cooperation are not covered in this survey. The following questions give an idea of what else needs to be discussed in order to design coherent media development policies for the future:

- How do German agencies in Media Development coordinate their activities? How do they cooperate with each other, and with other international donors in the field? Where would be potential future cooperation fields?
- How do strategies of German media development agencies relate to differences in the state of the political system, the level of economic development, the phases of conflict in the partner countries?
- How does German media development cooperation address governance and accountability issues?
- What steps can be taken to further research of media development cooperation?

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Main activities in media/ communication assistance

The Catholic Media Council (CAMECO) is a consultancy specialising in not-for-profit media and communications in developing and transitional countries. CAMECO's main services and activities are:

Project Screening: In 2009, 22 donor organisations (not only faith-based) approached CAMECO requesting the screening of altogether 290 project proposals in order to facilitate their decision-making processes. During the same period, 204 partners in developing and transitional countries requested our advice in the preparation of their project applications.

- **Strategic planning:** CAMECO coordinates and conducts planning workshops on the spot which are specifically tailored to partner organisations. We accompany and support the processes of change that arise from the workshops, and we conduct further training on methods and instruments of strategic planning.
- **Evaluation:** CAMECO supports partners or donors in realising in-depth-evaluations. The key functions of the participatory evaluations we are involved in refer primarily to planning and learning aspects as well as aspects of capacity building.
- **Communication strategies:** CAMECO offers support to partners who aim at developing or improving their communication strategies or social marketing activities. We also help partners to monitor and evaluate their communication strategies in order to adapt them to a changing context.
- **Networking:** CAMECO supports national not-for-profit media and communication associations in developing and transitional countries. In addition, CAMECO has been active in the creation and development of the German Forum Media and Development (FoME), a platform for German speaking organisations and experts focusing on the field of media development. CAMECO has edited various FoME publications (see list below) and moderates the FoME discussion-group for information and experience sharing on media development cooperation, development communication, freedom of the press and democratisation and journalism in (post-) conflict states. More than 740 media practitioners, academics and development experts participate in the German language list at: <http://listi.jpberlin.de/mailman/listinfo/fome>.

- **Coordinating mediaME – media development monitoring and evaluation:** Since 2009, CAMECO manages the mediaME initiative, a collaborative initiative to collect and share knowledge and experience in monitoring and evaluation (M&E) in the field of media development. The online platform aims to: (1) collect the knowledge and experience in media development M&E among practitioners, evaluation experts and the academic community; (2) provide a resource for knowledge and capacity building in media development and to ensure a wide dissemination of useful tools and learning material for media practitioners and media development specialists; and (3) facilitate the creation of “toolkits” for assessing media, media development, and media development assistance. For more details, see: www.mediaME-wiki.net
- **Publishing:** CAMECO offers a broad range of publications (see below: publications). In 2010, we launched the “CAMECO Practice Series”, which provides practical tools for media initiatives in developing and transitional countries.
- CAMECO maintains a library with more than 8.000 volumes specialised in media systems and communication in developing and transitional countries. Our holdings can be consulted online. Subscriptions to the “new publications service” are accepted under: <http://www.cameco.org/english/resources/Library>.

Aims and guidelines/principles

CAMECO believes in the crucial role of media for democratisation, especially as they can facilitate citizen participation, promote accountability and contribute to public debate on core development issues. CAMECO is especially concerned with empowering local community and development-orientated communication and media initiatives, and the strengthening of Church linked media and communication initiatives, as well as the presence of the Church in the media.

Annual Budget

CAMECO budget for 2010: 715,000 EUR.

We expect slight reductions for the forthcoming years.

The sums requested in the projects we receive for screening vary widely from 3,000 to 500,000 EUR. The “average” project application asks for some 30.000 EUR.

LESSONS LEARNED:

Examples of successful programmes/projects

As a consultancy, CAMECO does not finance or implement media programmes or projects. The projects listed below provide a few examples of where CAMECO’s cooperation contributed to their success:

- Relocation of Rebrik children’s magazine in Slovakia, see this and other examples at <http://www.cameco.org/english/services/Project-and-Strategic-Plannin>
- Strengthening the financial sustainability of Latin American News Agency ADITAL , see <http://www.cameco.org/english/publications/CAMECO-Update/Issue-042009>
- Implementing the Voice of Manyu Community Multimedia Centre, Cameroon, see <http://www.cameco.org/english/publications/CAMECO-Update/Issue-12010>
- Strengthening the Sudan Catholic Radio network, see <http://www.cameco.org/english/publications/CAMECO-Update/Special-Issue-022009-CAMECO-Jubilee>

LESSONS LEARNED:

Examples of less successful programmes/projects

As already mentioned, CAMECO is not an implementing organisation, and we are not in a position to name “less successful” projects of partner organisations. But through the years, CAMECO has identified weaknesses shared by many partners on different continents, e.g. the lack of a clear definition of the target groups that should be addressed; the format of their medium which does not necessarily correspond with the interests and media usage patterns of the envisaged audience; in the planning period more emphasis is placed on questions of technical infrastructure than on content and style, quality manage-

ment, etc.; long-term sustainability is not always a major concern. We have tried to tackle these issues by customising our services.

Shifts of priorities/strategies over last 10 years?

Our goals in terms of media as a crucial element for democratisation and citizen participation did not significantly shift. However, over the last ten years, our services have been expanded. Project screening, our main working area after the foundation of CAMECO in the 1970s, has been complemented by a holistic approach to media development beyond individual project funding. Long-term sustainable media development requires not only qualified personal, but also organisational capacity and a supportive environment.

The direct support for partners has been intensified. Tailor-made workshops to facilitate the partners' capacity building, as well as active support to the improvement of national church communication and community radio networks have therefore become important pillars of our work.

Monitoring and Evaluation

We regard evaluation mainly as a tool for organisational learning. According to the individual characteristics of a media initiative or project, we apply different evaluation tools, ranging from quantitative (e.g. audience surveys) or qualitative (e.g. focus group discussions) methods to approaches such as Most Significant Change (MSC) or Outcome Mapping.

Contribution to partners' sustainability?

To contribute to the partners' sustainability is at the heart of our work. Project applications are recommended for funding only if long-term (institutional, organisational and social) sustainability of a media initiative can be expected. Our capacity building activities focus mainly on tailor-made support in the planning and implementation of strategic processes, quite often starting with a participatory monitoring and evaluation workshop. In addition, we facilitate processes of sharing knowledge and experiences, for example, we are currently assisting the Latin American Educational Broadcasting Association ALER in developing a distance course for local radio sustainability, and in collaboration with Audience Dialogue (Australia) we plan to edit practical materials on local radio marketing.

Publications and other work related material

CAMECO Update: quarterly newsletter about our activities.

CAMECO Practice Series: provides practice-orientated material to support partners in their communication activities:

Jim McDonnell: Managing your Reputation. A Guide to Crisis Management for Church Communicators.

<http://www.cameco.org/english/publications/CAMECO-Practice-Series/?do=download&id=1>

Coming soon: **Michael Bycroft (ed.): Energy for Radio – A Guide for Radio Practitioners**

Publications of the German **Forum Media and Development (FoME):**

FoME conference reports:

Measuring Change II. Expanding Knowledge on Monitoring and Evaluation in Media Development Cooperation. 5th Symposium Forum Media and Development (FoME), Bonn, October 2009

Media on the Move. Migrants and Minorities and the Media. 4th Symposium Forum Media and Development (FoME), Bonn, September 2008

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Money Matters. How Independent Media Manage to Survive. 2nd Symposium Forum Media and Development (FoME), Bonn, September 2006

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Tilo Grätz: Community-Radios in Benin. Rahmenbedingungen-Problemfelder-Potentiale. FoME Wissenschaft No. 2, Aachen, 2010

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All publications can be downloaded at
<http://www.cameco.org/english/publications>



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Civil conflict transformation and peace building division:

Matthias Ries

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The German Development Service (DED) is one of the leading European development services for personnel cooperation. With some 2,000 technical advisers currently in 47 countries, DED is working on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and cooperating in a range of different ways with other national and international development cooperation organizations. Between 30 and 40 advisers (including local experts) are working in media development cooperation.

Main activities in media/ communication assistance

DED supports media development within the framework of (a) democracy promotion and (b) the Civil Peace Service.

(a) Democracy promotion

Media play an extremely important role in democratization processes, because they can facilitate effective participation of the people, promote accountability and contribute to public awareness on human rights and development issues.

Main activities: advice for organizational development of media institutions (journalist associations, community radios etc.), journalism training.

(b) Civil Peace Service

Strengthening information and communication structures to address the causes and consequences of violent conflicts is one field of activity of the Civil Peace Service (CPS). Information dissemination and networking exert an important influence on conflict situations. A lack of communication or inappropriate communication increases the danger of a conflict escalating. It is therefore important to create and strengthen communication structures that foster conflict transformation, by enabling the articulation of interests and by fostering peace constituencies. In addition to traditional forms of information dissemination, the modern media play an important role by significantly affecting the way conflicts are perceived and interpreted, the dynamics that unfold and the prospects for a constructive turn in the direction of the conflict.

Aims and guidelines/principles

Within the framework of democracy promotion, DED mainly aims at

- Strengthening independent media to facilitate effective communication of development issues with the population, thus enhancing citizen participation and accountability
- Strengthening independent media as watchdogs for the realization of human rights
- Strengthening the role of community media as watchdogs for local governance
- Promoting the ethics of media.

The Civil Peace Service focuses its activities on the following fields:

- Sensitizing and training journalists on their own role and the role of the media in conflict situations and professional approaches to information (investigative journalism, professional standards, conflict-sensitive reporting)
- Promoting media that give a platform to different parties to a conflict and access to programming

Supporting awareness-raising campaigns on the causes and consequences of violence and on positive examples of cooperation and interest reconciliation between former or present conflict parties

- Documenting human rights violations
- Training and advice in public relations methods for initiatives that practise and propagate non-violent conflict management
- Strengthening local actors engaged in building local and regional information networks

Annual Budget

No specifications

LESSONS LEARNED:

Examples of successful programmes/projects

- Strengthening the Ethics of Media as a contribution to the process of reconciliation in Cambodia (In cooperation with the Department of Media and Communication of the Royal University of Phnom Penh)
- Development and strengthening of conflict sensitive media work and peace-journalism as a contribution to the peace building process in Afghanistan (in cooperation with the Sanayee Development Organization, the Radio-Television of Afghanistan and the Media Center in Kabul and Kunduz)
- Peace education through Media in Guatemala (in cooperation with the Catholic Church in Petén)
- Support of the reconciliation and cohesion process through strengthening the role of the media as critical change agents in Kenya (in cooperation with the Media Council of Kenya)
- Strengthening an independent journalist association in Burkina Faso
- Supporting community radio stations in Ghana

LESSONS LEARNED:

Examples of less successful programmes/projects

No specifications

Shifts of priorities/strategies over last 10 years?

Media development has gained in importance over the past years within DED's activities. This is largely due to the crucial role of the media as watchdogs on governance issues human rights, equity in access to resources and development priorities in democratization processes as well as in peace building processes. Building capacities for conflict sensitive and responsible journalism is thus an important field of work for DED and its partner organizations.

Monitoring and Evaluation

DED experts contribute to projects/programs of their local partner organizations. DED and its partner organizations jointly assume responsibility for results-based monitoring and evaluation of the projects/programs. DED experts give technical advice in order to assist partner organizations in establishing their own results-based management system.

Contribution to partners' sustainability?

The focus of DED's work is on technical advice and support to change and networking processes, focusing on micro and meso levels. Besides technical advisory services, DED assists its partners in organizational development as well as in planning, monitoring and evaluating projects and programs. Partner orientation and capacity development techniques and instruments have always been a key quality feature of DED's work that aims at establishing sustainable capacity for development and peace in partner countries.

**Publications and other
work related material**

DED-Global commitment – local partnership

http://www.ded.de/cipp/ded/lib/all/lob/return_download,ticket,g_u_e_s_t/bid,5250/no_mime_type,0/~ded_image_en_web.pdf

Annual Report 2009

http://www.ded.de/cipp/ded/lib/all/lob/return_download,ticket,g_u_e_s_t/bid,5308/no_mime_type,0/~jb_2009_en_web.pdf

Professionals working for peace

http://www.ded.de/cipp/ded/lib/all/lob/return_download,ticket,g_u_e_s_t/bid,4676/no_mime_type,0/~Fachkr%C3%A4fte_im_Zivilen_Friedensdienst_Flyer_Englisch.pdf

DW-AKADEMIE

Deutsche Welle | DW-AKADEMIE
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Deutsche Welle Akademie (since 2004), previously known as Deutsche Welle Fortbildungszentrum, DWFZ, was first established in 1965.

Main activities in media/ communication assistance

- Capacity development of media organizations in developing, transitional and emerging countries; strengthening structures of media and media-support organizations, rather than focusing on individuals, through long-term integrated and holistic projects, applying suitable and adapted interventions of choice (training, consulting, coaching, etc)
- Introducing participative and interactive program formats in radio, TV and web
- Capacity building for media professionals in developing, transitional and emerging countries
- Strengthening capacities of local journalistic training institutions
- Strengthening media institutions under public law, transforming state radio and TV into institutions under public law
- Capacity building for community, local and private radio and TV stations
- Digital heritage
- Improvement of reporting on topics relevant to development such as peace and conflict, climate change and energy, politics, economics and finance
- Strengthening conflict-sensitive journalism

Aims and guidelines/principles

- DW-AKADEMIE strengthens developments towards independent journalism and independent local media in developing, transitional and emerging countries. The overall aim of this work is to
- Provide inclusive access to information
 - Create platforms for communication and connection of all members and segments of society
 - Make people's voices be heard, give voice and visibility
 - Enable opinion forming, accountability, transparency and participation by strengthening the watchdog function of mass media
 - Provide access to education
 - Enhance cultural identification

Annual Budget

2009: 8,915,484 Euro
67% project funds from Development Ministry BMZ; 12 % Foreign Ministry AA;
Remaining 21% European Union, Organisation for Security and Cooperation in Europe OSCE; GTZ, and others. (2009: 4% overall budget increase over the previous year)

2010: 6,030 Mio (BMZ project funds), information about other funding sources not available at the moment, probably another increase over 2009.

LESSONS LEARNED:

Examples of successful programmes/projects

Africa:

Training in conflict-sensitive journalism, Democratic Republic of Congo (with EIRENE); Making Finance Work for Africa (training in finance journalism, in cooperation with GTZ; 2009: Ghana, 2010: Zambia; 2011: Uganda); Training in election reporting in various African countries; Training in reporting on East African Community; Transformation of national radio SLBC, Sierra Leone; Reform of Star Radio, Liberia; Rebuilding Independent Media in Zimbabwe (EU-funded, with various NGOs from Zimbabwe)

Asia:

Laos: Participative radio formats on Provincial radio, Savannakhet; Networking provinces through new TV magazine in Lao National Television; Supporting the teaching staff at Mass Communication/Journalism Department of Lao National University; Vietnam: Preserving cultural heritage/setting up of digital audio archive at Voice of Vietnam, together with VOV staff consulting other Asian broadcasters in transformation of archives: Nepal and Sri Lanka (with CIM; capacity building for Voice of Vietnam: news department, website, VOV TV; introducing new participative radio format in Quang Ninh province (with FES); Cambodia: supporting Department of Mass Communication at Royal University of Phnom Penh

Latin America: Columbia, Bolivia, Ecuador, Brazil, and Central America: Integrated, long-term cooperation in local radio journalism involving all sectors of the stations, i.e. program, management, etc; strengthening local journalists' networks

Europe/Central Asia: Quality journalism in Central Asia and Southern Caucasus (focus on small and independent radio and TV stations)

Middle East: Palestine: Capacity building for independent radio stations; Syria: creating new economic, environment youth-oriented program formats on TV

LESSONS LEARNED:

Examples of less successful programmes/projects

Especially in first long-term projects: Disrupted project process due to lacking clarity in contract discussion about scope and aim, and objectives of the project (radio program in Lao province), also due to intercultural misunderstandings. The challenge: Take it as useful learning and build on it, discuss it openly with partners, and reach new consensus.

Shifts of priorities/strategies over last 10 years?

Shift from an institution which delivers training workshops to one which develops media: through multi-layer strategies, over long-term, looking at individual media and their problems in a holistic way and – together with the partner – trying to identify strategies and define interventions that are suitable to overcome a certain problem, to reform structures, to introduce new program formats, to raise overall quality of the output in the light of the overall mission: increase participation of the people through mass media (see aims and guidelines above). This comes with a concentration on countries and partners and issues – less is more. Examples: Columbia, Laos, Vietnam.

Monitoring and Evaluation

Milestones and indicators are integrated in the planning and designing of long-term projects from the beginning (in the sense of continuous monitoring). Operative implementation will mostly be done by local partners, and through constant dialogue over the progress, or the problems, of the project process. DW-AKADEMIE is set to develop a comprehensive project planning instrument which will include monitoring and evaluation and which is based on GTZ and DED concepts.

Contribution to partners' sustainability?

The partners are from the beginning involved in the entire process of planning, designing, defining, monitoring and evaluating. DW-AKADEMIE increasingly puts emphasis on building sustainable local capacities, i.e. qualifying local journalists to be able to further trainees. Local ownership is also encouraged by asking for increased contributions in cash or kind, i.e. no more per diems, accommodation for trainers and consultants paid for by partners, tuition fees.

Publications and other work related material**Annual Report of DW-AKADEMIE**

2009: <http://www.dw-world.de/dw/0,,13466,00.html>

Making Finance Work for Africa (project run by GTZ, journalistic trainings done by DW-AKADEMIE)

<http://www.mfw4a.org/>



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Founded: 1982

**Main activities in media/
communication assistance**

Distribution of features, shorts and documentaries within an educational framework. Important: our target groups are in Germany!

Funding of films from Africa, Asia and Latin America by means of the Church Development Service / Evangelischer Entwicklungsdienst (EED)
www.eed.de.

Aims and guidelines/principles

EZEFE aims to distribute development-oriented media (DVD, rarely 35mm, we have a good archive of 16mm films) to initiatives, schools and a broad variety of target groups in Germany.

We have a special focus on films produced by directors coming from Africa, Asia and Latin America.

EZEFE is committed to the biblical mandate of working towards a just and peaceful world that respects life in all its various forms. (As part of Evangelischer Entwicklungsdienst (EED), our work is based on the EED Mission Statement – see: <http://www.eed.de/en/en.eed/en.eed.eed/en.eed.eed.basics/index.html>)

Annual Budget

For producing and releasing films to audiences in Germany: about 50.000 Euro per year.
For co-funding – means of EED (not EZEFE itself) – about 150.000 Euro per year.

LESSONS LEARNED:

**Examples of successful
programmes/projects**

Special Focus on Films from Africa – together with The Federal Agency for Civic Education (bpj) about a three year period. Successful networking of different commercial and non-commercial distributors and initiatives throughout Germany.

A lot of films co-funded by EED and released by EZEFE were commercial distributed to cinemas in Germany and other European countries. And quite a lot of fiction films, as well as documentaries, won distinguished prizes at International Film festivals. To mention only some examples: “Moolaade” by Ousmane Sembène (Senegal), “Taxi – un encuentro” by Gabriela David (Argentina); “Something like a war” by Deepa Dhanraj (India), “Silent Waters” by Sabia Sumar (Pakistan), “L’home sur les quais” by Raoul Peck (Haiti)

LESSONS LEARNED:

**Examples of less successful
programmes/projects**

To motivate and cooperate more with German TV editors in coproducing films from Africa, Asia and Latin America.

Shifts of priorities/strategies over last 10 years?	From 16mm film via Video to DVD.
Monitoring and Evaluation	Statistics of hiring outs; reactions of teachers etc.; numbers of films/DVD sold to institutions, regional media centers and private consumers (Home-DVD).
Contribution to partners' sustainability?	Films co-funded should help the producing companies to establish networks.
Publications and other work related material	Website (only in German): www.ezef.de Media educational handouts for teachers; a printed catalogue etc.



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Founded: 1925

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Main activities in media/ communication assistance	FES supports three continental media projects for Africa (Namibia), Asia (Kuala Lumpur) and Latin America (Bogota). The main focus of these three projects differs from continent to continent, with the media project in Africa focusing on media policy. The “African Media Barometer” was developed by the “fesmedia Africa” in 2005 and has been held about 50 times in 25 countries, in some already for the third time. This home grown instrument to monitor the media landscape of a country was tested in Asia in 2009, and will be rolled out there over the next few years as well. The recommendations of this analysis by local experts serve as the blueprint for FES media activities by the continental media projects or by the respective FES-country offices, which also run media activities from journalism training to media-in-conflict seminars.
Aims and guidelines/principles	There are no FES-wide mission statements or principles, other than supporting a free and independent media within the context of democracy promotion. The mission statement of “fesmedia Africa” can be seen under www.fesmedia.org .
Annual Budget	It is the policy of the FES not to publish any budget figures on its activities. It would also be difficult to add up all the money spent on media activities by about 90 country offices.
LESSONS LEARNED: Examples of successful programmes/projects	The African Media Barometer (AMB) has become a brand name and a successful tool for analyzing the media situation in a given country and integrating the recommendations into the media assistance by FES and local media NGOs. It also helps in focusing and streamlining the FES-media activities on the national, regional and the continental level.
LESSONS LEARNED: Examples of less successful programmes/projects	Despite many efforts, the attempt to convince governments to transform their state broadcasters into public broadcasters has met limited success. The reflex of governments to keep the control of the national broadcaster has proven to be stronger than all arguments to run it as a public institution that might be critical of the government.
Shifts of priorities/strategies over last 10 years?	With the growing popularity of the good governance approach in international development cooperation, media assistance has become a more important pillar of democracy promotion. FES has tried to reflect this by stressing its media work as part of its whole program.
Monitoring and Evaluation	The media projects are being regularly evaluated, as are all regional and country offices of FES.

Contribution to partners’ sustainability?

Most of our media work is done in cooperation with local partners. Thus, the African Media Barometer was developed together with the “Media Institute of Southern Africa” and is administered by MISA in Southern Africa. By adding capacity building elements to our media programs, we try to increase the partner’s sustainability.

Publications and other work related material

All “African Media Barometers” and other media publications concerning Africa can be downloaded from www.fesmedia.org



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info@idem-institute.org

Main activities in media/ communication assistance	Optimising media structures towards the Rule of Law and enabling citizens (especially media literacy and participation).
Aims and guidelines/principles	We always combine our project work with strong in house research, and develop projects exclusively on the initiative of and with local partners.
Annual Budget	\$90,000.00 US
LESSONS LEARNED: Examples of successful programmes/projects	Citizens Radio, Albania: Good cooperation with implementing organisations also led to diversifying of target groups
LESSONS LEARNED: Examples of less successful programmes/projects	With projects not successfully accepted for funding, we found that often projects have difficulty fitting into donors' agenda, for example youth oriented projects
Shifts of priorities/strategies over last 10 years?	Shift from more politically-oriented projects to social and skills-oriented projects because of change of the overall political landscape and a big need in society for media competence, not least, because of the new media.
Monitoring and Evaluation	Project specific – for Albania we distributed a questionnaire, cooperation with professional monitoring organisations is planned.
Contribution to partners' sustainability?	In general, we try to design projects that can operate independently mid-term. Our partners are not financially dependable on IDEM. However, we enable them to do projects or to develop a (media) business which would otherwise be impossible.
Publications and other work related material	http://www.idem-institute.de/de/index.php?l=wwt_p



Institut für Auslandsbeziehungen e.V. (ifa)
 Founded: 1917
 zivik Funding Programme (established 2001)
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The Institut für Auslandsbeziehungen (Institute for Foreign Cultural Relations, ifa) is an organization operating worldwide to promote artistic exchange and dialogue between civil societies and to provide information about foreign cultural policy.

Main activities in media/ communication assistance

The zivik programme (established 2001) promotes international peace projects in crisis regions and advises both non-governmental organisations (NGOs) and the German Federal Foreign Office in this important field of activity. The programme not only provides support to civil conflict resolution efforts but also contributes to strengthening networks between state and non-state actors. Besides funding workshops and seminars in the field of peace journalism, the zivik programme focuses on such themes as training in methods of non-violent conflict resolution, support for confidence-building measures among conflict parties, trauma work and the reintegration of ex-combatants.

Aims and guidelines/principles

Basis for funding is an elaborate concept of the German Federal Foreign Office (support for international measures in the fields of crisis prevention, peacekeeping and conflict management) which may be found on the internet: <http://www.ifa.de/fileadmin/pdf/zivik/aaFoerderkonzept2010en.pdf>

Annual Budget

The overall budget of the zivik Funding Programme for NGO-projects in the field of civil crisis resolution is in the year 2010: 6.5 Million Euros. Media Development activities are about 5 per cent of this amount, approx. 300,000 Euros.

LESSONS LEARNED:

Examples of successful programmes/projects

Peace Counts Project

Peace Counts offers an alternative to dominant forms of war reporting and instead appeals for a "culture of peace". Their work clarifies the impact of stable peace upon sustainable development and delineates the so-called "peace dividends" that arise from investments in civil conflict resolution. This in turn provides support to the efforts of actors involved in peace work. Peace Counts closes the gap between professional journalism – which is largely subject to market forces, and which focuses more on current wars and crises than on long-term peace building efforts – and actors involved in civil conflict resolution, who rarely possess the necessary resources and skills to present their goals, methods and achievements to a broader public audience. The inter-disciplinary network encompassing journalists, peace activists, scholars and representatives of state and non-governmental organisations highlights the significant potential that lies in this kind of co-operation.
www.peace-counts.org

LESSONS LEARNED:	No specifications
Examples of less successful programmes/projects	
Shifts of priorities/strategies over last 10 years?	No specifications
Monitoring and Evaluation	Monitoring and evaluation measures are processed on the basis of a Manual and a Framework Concept. These guidelines serve a tool for the donor and the funding organisations in order to implement monitoring and evaluation activities on the basis of common standards. For more information http://www.ifa.de/en/foerderprogramme/zivik/projektmonitoring-und-evaluation/
Contribution to partners' sustainability?	The manual for <u>Monitoring of Effects</u> intends to qualify organisations in the field of civil crisis resolution in designing projects, elaborating on proposals and implementing planned activities. At all stages of a funding cycle (application, implementation and evaluation) zivik provides consulting assistance.
Publications and other work related material	<p>Monitoring of Effects - Manual http://www.ifa.de/fileadmin/pdf/zivik/movie_en.pdf</p> <p>Framework Concept – Project Evaluation http://www.erfolgreich-gewaltfrei.de/wiki/Hauptseite</p> <p>In German only: http://www.erfolgreich-gewaltfrei.de/wiki/Hauptseite</p>

DW-AKADEMIE
DEUTSCHE WELLE



**Hochschule
Bonn-Rhein-Sieg**
University of Applied Sciences



International Media Studies (IMS)
DW-AKADEMIE/Master's Program
Kurt-Schumacher-Str. 3
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Prof. Dr. Christoph Schmidt
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The Master's Program International Media Studies is a joint project of the University of Bonn, the Bonn-Rhein-Sieg University of Applied Sciences, and Deutsche Welle. IMS started in September 2009. Each year, 20 to 25 students are accepted into the program. In 2009, 22 students from 13 different countries started their studies at DW-AKADEMIE. In 2010, 24 students from 15 countries took up their studies. The current students are from Brazil, Vietnam, Belarus, Ethiopia, China, Venezuela, Indonesia, Kenya, Bangladesh, Germany, Kosovo and Pakistan, amongst other countries.

**Main activities in media/
communication assistance**

The bilingual Master's Program combines topics like media and development, journalism, communication science and media economics, while developing practical skills and competencies that are important for the world of media.

Aims and guidelines/principles

Students will acquire the knowledge and skills that are essential for a journalistic career. They will be able to meet specific occupational requirements with expertise and communicative independence. The Master's Program trains students – personally and professionally – to be competent journalists and prepare them for a challenging role as expert or manager in the media sector.

Annual Budget

The Master's Program is partly financed by development aid funds.

**LESSONS LEARNED:
Examples of successful
programmes/projects**

The first year of the Master's Program has been an overall success. Students benefit greatly from the intercultural exchange that they experience in the classroom. They are able to get to know a variety of different media systems through actively engaging in exchange with their peers and achieve a firm grounding in various media theories. At the same time, they learn how to apply theory to practice through exploring different media forms (TV, radio, online, print) and completing media products such as features or sound slides.

**LESSONS LEARNED:
Examples of less successful
programmes/projects**

No specifications

**Shifts of priorities/strategies
over last 10 years?**

N/A

Monitoring and Evaluation

Students evaluate all lectures and seminars once every semester. The results are analyzed by the individual lecturers and discussed with students. The program leaders accompany the process of implementing measures and their results. This way, the quality of the program will continually improve.

In addition, an internal evaluation is conducted by lecturers and course leaders, who will peer-review each others' courses and implement changes to ensure a high quality of teaching.

Contribution to partners' sustainability?

N/A

Publications and other work related material

Commemorative Booklet of the Launch of the Master's Program International Media Studies:
http://www.dw-world.de/popups/popup_pdf/0,,5815683,00.pdf



Capacity Building International
Germany

InWent - Internationale Weiterbildung und Entwicklung gGmbH
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Main activities in media/ communication assistance

The International Institute for Journalism (IJ) of InWent – Capacity Building International, Germany, was founded in 1962. It gives journalists and media managers from developing and transitional countries the opportunity to enhance their knowledge in the media business. The IJ offers advanced training and dialogue programmes as well as consultancy services that focus on following topics:

- Political and conflict sensitive reporting
- Economics and business journalism
- Climate change and environmental reporting
- Multimedia and online journalism
- Media ethics
- Media management.

In addition, the IJ runs an active alumni programme. Its alumni network has been evolving since the first training programme in the sixties, uniting journalists and editors from media houses in Africa and Asia, in Latin America and Eastern Europe, and in the Middle East. Today, the IJ alumni network is a central pillar of the IJ programme, guaranteeing the sustainability of our training and dialogue programmes. It is a platform for learning, information, and communication among the alumni and in exchange with the IJ.

The IJ alumni programme offers access to:

- Additional training and conferences
- Networks and contacts
- Background information.

Aims and guidelines/principles

The aim of the IJ programme is to strengthen the freedom of expression and the freedom of the press in partner countries of German development cooperation and to thus improve the conditions for democratisation and economic and social development. In this capacity, the IJ represents a key pillar in the media assistance of the Federal Government of Germany and in particular of the Federal Ministry for Economic Cooperation and Development (BMZ).

The IJ programme seeks to strengthen the professional competence especially of print and online journalists and to enhance the capacities of media houses to plan and implement viable development strategies and policies as well as to improve the performance of journalistic training institutions in the partner countries.

The programme is based on the principle of networking among participants and their institutions. Its international dimension engenders cross-border learning and international knowledge communities. These are complemented by the global exchange the IJ maintains with its partners.

Annual Budget	No specifications
LESSONS LEARNED: Examples of successful programmes/projects	No specifications
LESSONS LEARNED: Examples of less successful programmes/projects	No specifications
Shifts of priorities/strategies over last 10 years?	<p>The focus of IJ programme has been shifted from solely furthering developing skills to enhancing competencies that are required to comprehend and report effectively on development policy debates with regard to political, economic, social, ecological and cultural developments taking into consideration the impact of globalisation.</p> <p>In addition, the IJ systematically facilitates access to knowledge that allows decision-makers and junior executives in the media business to shape the future of journalistic training institutions and media houses in the partner countries.</p>
Monitoring and Evaluation	<p>As an international cooperation organisation, InWEnt sets the highest quality standards for its training, exchange and dialogue programmes. To effectively meet the international challenges in results-based management, InWEnt has developed PriME, a proprietary programme-integrated planning, monitoring and evaluation system. PriME takes national and international evaluation standards as a point of reference such as, for example, the criteria of the DeGEval – Gesellschaft für Evaluation, and the Organisation for Economic Co-operation and Development (OECD). PriME is based on the multi-level approach defined in InWEnt's Capacity Building concept (individual, organisation, system). It employs standardised and systematised planning, monitoring and evaluation procedures to promote quality assurance.</p> <p>Based on PriME, the IJ has developed in cooperation with the Erich Brost Institute a concept to monitor and evaluate its media assistance programme on a permanent base. It combines both quantitative and qualitative methods for evaluation that allow to assess the impact of the programme especially on the organisational level.</p>
Contribution to partners' sustainability?	<p>The cooperation of the IJ with its partner institutions and media houses is based on a long term approach. Using advanced education and training, dialogue, building networks and advisory services for human resources development the cooperation focuses on improving the partner's performance.</p> <p>The IJ and its partners jointly analyse what both parties can contribute towards these objectives, define strategies for human resource and organisational development, implement them and measure their impact.</p>
Publications and other work related material	http://www.inwent.org/ij/publikationen/index.php/en



**Konrad
Adenauer
Stiftung**

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Year of establishment:

1955: The "Society for Christian Democratic Education Work" is established in Bonn as the precursor of the Konrad-Adenauer-Stiftung.

1962: Establishment of the Institute for International Solidarity (IIS) of the Konrad-Adenauer-Stiftung (today's International Cooperation).

The Konrad-Adenauer-Stiftung supports education and dialogue programmes worldwide with the following emphases:

- Good governance
- Support of parliaments and political parties
- Social Market Economy
- Dialogue on order policy
- Promotion of a stronger civil society
- Free and independent media
- Decentralisation and local self-government
- Promotion of women
- Value orientation and interreligious dialogue
- Preservation of creation

The Department of International cooperation at KAS is represented by 80 offices in more than 100 partner countries. There are two types of programmes: the country programmes and the regional sector programmes. The country programmes are based on fixed partner programmes and flexible measures which are chosen by the delegated representative of the KAS in the respective country due to an analysis of demand and in cooperation with the partner organisations. With its regional sector programmes, the KAS promotes a long term embodiment of structures that are based on the rule of law as well as a free and independent media in the project countries.

**Main activities in media/
communication assistance**

- Advanced training for journalists/media professionals
- Media-Ethics, Media-Politics and Media-Law
- Political Communication

The Global Media Programme of the Konrad-Adenauer-Stiftung originates in various media projects abroad which were conducted by the country offices of KAS around the world. The first regional media programme was established in Latin America in 1993. Because of the success of this programme, further regional media offices were founded in

1996 (Asia), 2002 (Sub-Sahara Africa) and 2005 (South East Europe). The projects abroad are flanked and completed by activities in Germany.

Target groups:

People and institutions involved in professional media relations

- Media representatives from the editors' offices, management and media production
- Freelance Journalists (also from Online Media)
- Academics from the field of media and communications
- Experts in the field of media-law
- NGOs

Actors in the political field

- Politicians
- Experts, consultants and associates in political communications and public relations
- Decision-makers and multipliers from the field of science, culture and economy

Activities:

- International and national conferences, seminars, workshops, panel discussions, radio programmes, training courses, degree programmes, internet based trainings
- Advisory measures (studies, analyses, surveys, round-tables, expert inputs)
- Publications (print, cross-media, internet-content, newsletters, web pages, web fora)
- Study and exchange programmes and seminars in Germany
- Scholarships

Partners:

Through its country and regional programmes, the KAS works with a large network of partners. Each activity is implemented in cooperation with a local partner. Special partner projects are the „Konrad Adenauer Asian Center for Journalism“ (ACFJ) at the University Ateneo de Manila and the „Asia News Network“ (ANN), Bangkok.

Aims and guidelines/principles

- Enabling the media to fulfil its role as a watchdog
- Improving the framework requirements for a free and manifold media landscape
- Improving professional political communication

Worldwide, freedom of the press and freedom of opinion are being challenged by censorship, corruption and threats against journalists, but also by a growing concentration of media outlets. Independent and free media are a core element of democracy. That is why the KAS supports the establishment of independent, responsible and ethical news coverage. In cooperation with local and regional partners, the KAS media programme initiates and supports measures to improve journalistic standards as well as the establishment and expansion of national and regional journalistic networks. A further goal is to improve the professionalism of political communication by both politicians and parties.

Annual Budget

The Global Media Programme of the Konrad-Adenauer-Stiftung which is run through four regional offices (Buenos Aires, Singapore, Johannesburg and Sofia) is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) with a budget that covers three years.

The first budget period of the programme covers the years 2008-2010. A new budget is currently being requested for 2011-2013. Besides that, the KAS country offices implement a number of activities related to media development cooperation. These projects are not included in the budget of the Global Media Programme.

It is therefore impossible to name an exact annual budget for all of KAS's media development activities.

LESSONS LEARNED:**Examples of successful programmes/projects**

The examples given are just a few most recent examples of successful programmes.

Asia:**Asia News Network (ANN):**

The ANN is a network of national daily newspapers published in Asian cities, organised to provide avenues for cooperation and to optimise coverage of major news events in the region. Founded in 1999 by KAS and its partners, the ANN helps to intensify the exchange of media content and dialogue within the Asia-Pacific region by exchanging daily articles and pictures on politics, economy, sports, culture and science. Furthermore, ANN provides the German Press Agency (dpa) with articles and pictures from all over Asia. Ten years after its establishment, the ANN has 21 member newspapers from 19 countries. Overall, these media outlets produce a daily circulation of 14 million newspapers. The ANN is hence the biggest news syndicate for newspapers in Asia. By supporting the ANN, KAS also promotes the journalist training in the region as editors from ANN newspapers have the chance to work for a couple of months to enhance their journalistic skills in the ANN main office in Bangkok. In addition to that, KAS and the ANN organise an annual conference with editors in chief, high level politicians and representatives from the economy who debate on current affairs. Experts from Germany and Europe are also invited to enhance the Euro-Asian dialogue.

<http://www.asianewsnet.net/home>

Sub-Sahara Africa:**Africa Media Leadership Conference (AMLC):**

The AMLC series is the foremost pan-African gathering of senior media professionals on the African continent, and is hosted annually by the KAS Media Programme for Sub-Saharan Africa and Rhodes University's Sol Plaatje Institute for Media Leadership (SPI). In 2010, the ninth Africa Media Leadership Conference was held in Dar es Salaam, Tanzania on "Sustainable Media Business Models in the Digital Age". The gathering represents a key opportunity for Africa's top media leaders to discuss strategic, operational and other challenges in a fast-changing and digitalising media landscape. Since its inception in 2002, the conferences have developed into an annual high-level forum for strategy formulation, networking and sharing by senior African executives of print, broadcast, online and converged media. Past AMLC summits have debated timely topics such as "Managing Media in a Recession" (Mauritius, 2002); "South Meets East: Strategic Challenges for African Media" (Nairobi, Kenya, 2006); and "Learning from the Future: Africa's Media Map in 2029" (Accra, Ghana, 2009).

<http://www.kas.de/wf/en/71.8895>

Latin America:**Workshop-Series on Political Communication**

The regional programme in Latin American in cooperation with OCPLA, Organización de Consultores Políticos Latinoamericanos, has developed a work-methodology called "Kompartido". Kompartido serves as an advisory programme for political parties and government institutions and concentrates on political communication. Within its political communication programmes, KAS aims at the strengthening of political institutions. Political parties and partners, as well as civil society organisations and democratic institutions such as parliament and electoral courts are the main target groups. The workshops on strategic political communication have become an integral part of KAS's work in Latin America and in the broad field of political communication.

LESSONS LEARNED:**Examples of less successful programmes/projects**

No specifications

Shifts of priorities/strategies over last 10 years?

Within the global media programme at KAS there has been a slight shift from journalist training to more general work on capacity building and professionalisation of political communication. As a political foundation, the exchange of political ideas, values and rights is crucial to our work. Promoting democracy and the rule of law cannot work without a free and independent media – and a professional communication that reaches the people. Hence, KAS has moved away from basic journalist training towards more professional trainings within the broader field of political communication.

Monitoring and Evaluation

Systematical evaluation and monitoring of our work serves as an important tool for quality management and quality development. A consequent use of this tool is supposed to contribute to the fulfillment of our goals and duties, to demonstrate the effectiveness of our work and to advance it further.

As a beneficiary of public funds, KAS has to use these funds effectively and efficiently. A thorough assessment and evaluation of the results of our work - besides a quantitative analysis – is hence included in our monitoring and evaluation efforts. Konrad-Adenauer-Stiftung has been evaluating projects within the international development cooperation since the 70s. Our own Evaluation Division is responsible for evaluating 8 to 10 projects a year (usually by external evaluators). The division also monitors the implementation of recommendations.

The regional media programmes within the global programme are regularly being evaluated. Most recently, external evaluations have been carried out in Sub-Sahara Africa (2005), Latin America (2008) and Asia (2010). The South East Europe programme will be evaluated in 2012. Further evaluations will be carried out on a regular basis.

Contribution to partners' sustainability?

As stated above, the broad majority of KAS projects are being implemented in cooperation with local and regional partners. Each partner is involved in the entire cycle of project management – from planning to implementation, from monitoring to evaluation. Constant dialogue between the KAS representative and the local partners are the pillar of a sustainable work as partners. Because of its long term representation in the partner countries, KAS does not just leave their partners behind once a project is completed. Our activities are characterised by long term projects that aim towards capacity building and sustainability on the partners' side.

Publications and other work related material

To be found on the websites of the regional media offices:

<http://www.kas.de/medien-lateinamerika/de/publications>

<http://www.kas.de/medien-asien/en/publications>

<http://www.kas.de/medien-afrika/en/publications>

<http://www.kas.de/medien-europa/en/publications>



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The Media Authority for North Rhine-Westphalia (Landesanstalt für Medien NRW, LfM) was founded in Düsseldorf, in 1987. As a public institution, it operates independently from the Government. Dr. Jürgen Brautmeier is the director of the LfM, which has a staff of about 50 full-time employees. Our main working areas include: licensing of broadcasters; supervision and monitoring of private broadcasters' programs; media research; protection of minors; projects in media literacy.

**Main activities in media/
 communication assistance**

The Antenne Deutsch/Land program for foreign journalists is run once a year, in co-operation with the Goethe Institute. The four-week program includes seminars and group discussions with professionals from German radio stations, joint activities such as a visit to the federal press conference in Berlin, and training in digital audio production. The participants are able to work as short-term interns for several private radio stations in North Rhine-Westphalia.

Aims and guidelines/principles

Antenne Deutsch/Land offers young radio journalists from all over the world a chance to further their knowledge of the German language (with particular emphasis on their professional needs), and to get to know both the private and the public radio broadcasting system in Germany.

Annual Budget

Annual budget in 2010 for Antenne Deutsch/Land is about 50,000 EUR
 In the last five years the budget varied between 45,000 and 60,000 EUR

LESSONS LEARNED:

**Examples of successful
 programmes/projects**

Antenne Deutsch/Land has been running successfully since 1999. About 100 young radio journalists have benefitted from this program. Participants were from Azerbaijan, Armenia, Belarus, Brazil, Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Italy, Kazakhstan, Latvia, Lithuania, Macedonia, Mongolia, Palestine, Poland, Romania, Russian Federation, Serbia and Montenegro, Slovakia, Slovenia, Thailand, Turkey, Ukraine, Uruguay, Uzbekistan and Yugoslavia.

LESSONS LEARNED:

**Examples of less successful
 programmes/projects**

No specifications

**Shifts of priorities/strategies
 over last 10 years?**

Until 2009 the program accepted only journalists from Eastern Europe and Central Asia. In response to awakening interest from other regions, we now offer the program to journalists worldwide.

Monitoring and Evaluation	Reports from participants, questionnaires, contact with alumni (alumni meeting in 2007)
Contribution to partners' sustainability?	No specifications
Publications and other work related material	Annual reports and additional information: www.antenne-d.de



media in cooperation
and transition

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“MICT - Media in Cooperation and Transition” was founded in 2004 by Anja Wollenberg and Klaas Glenewinkel.

Main activities in media/ communication assistance

MICT is a non-profit media development organisation focusing on conflict prevention and media development in the Middle East, Africa, and Afghanistan. Activities include the training of media professionals, consultancy for content development, production of radio programmes, films and books as well as media monitoring and research. The cooperation among and with local media outlets on the ground is a key element of all MICT projects.

Since its foundation in 2004, MICT has been implementing media projects on political and cultural topics in Iraq, Sudan, and Afghanistan. MICT’s projects address the interplay of conflict development, media coverage and reconciliation in these crisis regions/countries. Supporting media cooperation, networking, and media development, as well as capacity building in the field of journalism, is presumed to be a key factor in conflict transition.

Aims and guidelines/principles

MICT believes that a vibrant media landscape is prerequisite to good governance. Only strong and independent mass media have the capacity to monitor government performance and create a public sphere of influence and control. In order to support the development of a powerful media landscape, MICT’s projects address the three important dimensions of media reality: (i) capacity building, (ii) production, and (iii) dissemination. MICT’s capacity building for local media and journalists consists of a combination of production and learning. The learning process is embedded in a production process and on the job experience is linked to continued support by experts.

According to this principle, capacity building for journalists usually involves the media outlets that these journalists work for. The underlying hypothesis is that any learning process can only be sustainable (i) if it is attached to the real work environment and (ii) if the work environment is actively involved in the learning process.

In all its projects MICT combines the capacity building and production elements with the actual dissemination of programmes, reports and articles through local media partners, thus reaching a broad audience with political and socially relevant information.

One of the strongest principles in MICT’s media activities is local ownership: Local media houses and journalists exclusively develop and produce the content. In Iraq and Sudan,

MICT works with a network of more than 30 correspondents that report from different parts of the countries. All MICT publications thus represent an inside perspective that might differ from the coverage of international correspondents: While the latter is bound to cultural patterns of perception, the local correspondents provide access to perceptions and analyses of those directly affected by the conflicts.

Last but not least, MICT fosters reconciliation among conflicting factions in society by creating media networks. These networks comprise of media outlets that represent various ethno-sectarian factions or interest groups party to a conflict. They are designed as a production community that cooperates for a defined period of time with regard to a specific topic or mandate. Cooperation includes the joint production of reports and articles, the exchange of these products among media outlets, the joint development of topics and the participation of all media partners in training sessions. The goal is to (i) encourage a search for common ground among the participants and thus strengthen the notion of togetherness rather than separation and (ii) enhance dialogue, tolerance, and mutual understanding among different communities and conflict parties.

In summary, in its projects and activities MICT aims to

- Foster the transformation of conflict towards reconciliation through media
- Encourage dialogue among conflicting factions within society
- Support critical thinking, creativity, free speech, and press freedom
- Increase the spread of independent quality information
- Enhance pluralism and diversity within a media landscape

Annual Budget

MICT is currently processing an annual budget of about 1.3 Million EUR.

LESSONS LEARNED:

Examples of successful programmes/projects

One of the key lessons learned in different projects is that the combination of journalism training and production has worked very well and has had a sustainable impact. The Sudanvotes project (www.sudanvotes.com) can serve as an example: A group of about 20 Sudanese radio and newspaper journalists from the North and the South were trained by the MICT project team in several workshops over a project period of one year. In addition to the workshops, an ongoing training and coaching component was part of the project: The participating journalists were continuously coached by the MICT experts via telephone, e-mail, and Skype. The MICT editorial team reviewed articles and radio pieces produced by the Sudanese journalists and gave feedback on how to improve their work. The Sudanese journalists and the MICT trainers edited the contributions together in a joint training and learning process. The project Niqash (www.niqash.org) in Iraq has a similar design and has also proven to be successful.

A second main concept that has worked well is that of conflict prevention through cooperation in media networks. By forming and fostering media networks consisting of media houses across ethnic, religious, and cultural boundaries projects can help to increase tolerance and mutual understanding between different communities in (post) conflict societies. A project in Iraq can serve as an example: Starting on 1 March 2007, a network of six radio stations with different political backgrounds from all parts of the country produced 10 radio shows. The shows dealt with key conflicts around the problem of federalism, such as the distribution of oil revenues in the country, or the balancing of power between the centre and the regions. The participating radio stations exchanged reports, materials, and phone calls during the show, which was then broadcast every Monday at midday simultaneously by all participating radio stations. In MICT's assessment, the exchange of materials and the simultaneous broadcasts of the shows by different stations have helped to foster a mutual understanding between different communities on two levels: (i) among the media professionals and also (ii) among the listeners.

LESSONS LEARNED:**Examples of less successful programmes/projects**

Political education of a broader public is part of the project design in some of MICT's projects. In this respect, the success depends to a large degree on the actual reach. A 2005 project on elections in Iraq involved print and Internet, but no broadcasting media. The project faced problems to reach a large number of citizens due to low circulation of local print newspapers and – by then – low internet penetration. Also, distribution of print media in remote areas, as well as in areas affected by violence and insecurity, tends to be an issue in some media development projects.

Shifts of priorities/strategies over last 10 years?

Since 2004, MICT's main strategic approach and principles have not changed significantly.

Monitoring and Evaluation

All MICT projects include an evaluation component that assesses the project success and impact according to indicators as previously agreed upon with the donor of the respective project. The evaluations consist of a mixed methodology including quantitative and qualitative methods and data. Typically, qualitative methods can include (i) in-depth interviews with local media houses and journalists that have participated in the project, (ii) training feedback group discussions, and (iii) media content analysis. Quantitative indicators may include (i) circulation and reach of media houses participating in a project (ii) number of newspaper articles, radio or TV contributions that were produced and distributed as part of the project, and (iii) number of contributions that were published by local media houses. All internal project evaluations are conducted independently in that the responsible person cannot be a member of the project team.

Contribution to partners' sustainability?

The main pillar of MICT's activities is capacity building for local journalists and media houses in connection with the production and dissemination of journalistic content. By combining these components MICT is aiming to integrate capacity building into the daily work of participating journalists. This strategy of bridging the gap between training and the real working conditions of journalists in crisis regions has proven to result in sustainable capacity building effects.

In addition, networking among journalists and media-houses from different political and regional backgrounds is a strong dimension in the MICT project architecture. In many cases, these networks continue to exist after the project has ended: Project journalists from different parts of the countries stayed in contact in Sudan and Iraq after the initial project. Also several radio stations in Iraq continued to cooperate after MICT facilitation had ended. The networking component in these projects had a sustainable impact beyond the project period.

Thirdly, capacity building as such is, of course, a contribution to the sustainability of MICT's partners on the ground, since newly gained competences remain with our partners after the termination of any project.

Publications and other work related material**Project Websites:**

www.niqash.org
www.sudanvotes.com
www.wp-irak.de
www.mict-international.org/documents.html
www.electionnaire.com

Other publications (selection):**Media on the Move - A reader on Iraqi media and media law.**

Editor: Anja Wollenberg und Klaas Glenewinkel

Publisher: Friedrich Ebert Stiftung

http://www.mict-international.org/pdf/media_on_the_move.pdf

Shahadat – Witnessing Iraq’s Transformation after 2003

Editor: Anja Wollenberg und Klaas Glenewinkel (MICT)

Publisher: Friedrich Ebert Stiftung

<http://www.niqash.org/content.php?contentTypeID=74&id=2000&lang=0>

Iraq 360 degrees – Views on a Journey from Baghdad to Damascus, Ankara, Istanbul, Cairo, and Beirut.

By Faris Harram and Abdulmuhsin Saleh

Editor: Anja Wollenberg und Klaas Glenewinkel (MICT)

Publisher: Friedrich Ebert Stiftung

SudanVotes MusicHopes Trailer

Edited by Sandra Schaede

Publisher: MICT

<http://www.sudanvotes.com/musichopes/>

<http://www.youtube.com/watch?v=WUDuRO9oiqQ>

SudanVotes MusicHopes Album

Edited by Max Herre

Publisher: MICT

<http://www.sudanvotes.com/musichopes/>



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 Founded in 1958

Founded as an agency “against hunger and disease in the world“.

Misereor is convinced that poor and disadvantaged people possess the strength to substantially improve their lives. Where the poor are able to put their talents, knowledge and capabilities to good use, they themselves become the engine of change and development. Many of them then discover that they have not been dealt an immutable fate for all time. Projects supported by Misereor therefore strengthen the self-initiative of the poor, and encourage them to articulate their interests and needs. Since 1958 Misereor, has been supporting altogether more than 98.000 projects in Africa, Asia and Latin America with more than 5.8 Billion Euro.

Misereor is mandated by the Catholic Church in Germany:

- to fight the causes of hardship and misery as manifested chiefly in countries of Asia, Africa and Latin America in the forms of hunger, disease, poverty and other forms of human suffering,
- thus enabling the people affected to lead a life of human dignity,
- and to promote justice, freedom, reconciliation and peace in the world.

Main activities in media/ communication assistance

Strengthening the self-initiative of the poor, and encouraging them to articulate their interests and needs, also requires communication. Misereor therefore supports media (radio stations, newspapers, online magazines, etc.) in order to inform, promote people’s interests or mobilise social activities. Misereor supports media initiatives driven by local communities (community media), e.g. the Latin American Educational Broadcasting Association (ALER) and its affiliates; it supports peace-building activities of local media in conflict areas, e.g. in eastern Democratic Republic of the Congo (DRC); it supports initiatives aiming at equal access to broadcasting licences for the poor, e.g. the Latin American community radio legislation initiative of AMARC (the World Association of Community Radios). Misereor also supports many other development projects which include major or minor media and communication components, as it is necessary that communication strategies continue to address poverty and social issues.

Aims and guidelines/principles

Misereor does not have specific guidelines for media development, but applies its general principles also to media development cooperation. The assistance we provide is designed to stimulate and support self-help and pave the way for sustainable improvement of the living conditions of the poor. Misereor works with independent partner organisations in the South and values these as equals. Misereor takes their interests and concerns seriously and endeavours to form partnerships that support the partners in

their own development. This makes an important contribution to strengthening civil society in the South. In its capacity as the overseas development agency of the Catholic Church in Germany, it offers cooperation in a spirit of partnership with all people of goodwill to promote development, fight worldwide poverty, liberate people from injustice, exercise solidarity with the poor and the persecuted, and help create “One World”.

Annual Budget

Over the last five years Misereor supported media development projects with 13.2 Million Euro. In addition, about 7 Million Euro was invested in projects which also included media components. Misereor will continue to support media, although the type of projects supported may substantially change, taking into account the fundamental shifts occurring in media access, offer and use.

LESSONS LEARNED:

Examples of successful and less successful programmes/projects

Misereor’s evaluation report (Jahresevaluierungsbericht, only in German) summarises the experiences of 20-25 successful and less successful programmes and projects every year. The 2008 report also presents the results of an evaluation of a “Bolivian radio station strengthening rural poor groups” (<https://helpdirect.org/d/images/4c18b4bfcf014.pdf>)

Shifts of priorities/strategies over last 10 years?

No specifications

Monitoring and Evaluation

Media projects are monitored and evaluated like other projects and programmes. Misereor has been evaluating its projects since 1968, using the findings for learning and quality development. They help us identify improvement potentials in the implementation of individual projects, in our strategic orientation and in the hands-on cooperation between Misereor and its partner organisations. It is intended that evaluations continue to fulfil this important function at Misereor.

Other goals, for example aiming for maximum comparability of evaluation results, broad-based cooperation between donors and maximum transparency, are also important, but pursued only in as far as they do not stand in the way of achieving quality improvements in our work.

In recent years, Misereor has developed its evaluation system so that it – along with several other instruments – is more geared towards performance assessment and accountability. For example: There are clear criteria for determining when project evaluations must be conducted. The evaluations are carried out by external consultants. Evaluations commissioned by the legal holders are recorded in Misereor’s evaluation system. Minimum implementation standards are set out in a guideline for partner organisations. We plan to conduct quality reviews of these evaluations at regular intervals. For several years, we have required that evaluations always examine the effects of project work. Regular evaluations of areas of promotion examine the strategies and effects in a complete area of promotion. In these evaluations, the projects are randomly selected; ex-post evaluations are also carried out. Since 1995, Misereor has published its evaluation results in an annual evaluation report.

Contribution to partners’ sustainability?

Misereor does not itself implement media development projects or other development initiatives in the South, but supports the projects of independent and local partner organisations, generally within the framework of three-year project contracts. This applies to media initiatives as well as other development projects supported by Misereor. It supports projects through financial assistance to the legal holders of the projects and, where necessary, through advisory inputs, and the financing of human resource inputs (development workers). The main partners in Church-related development cooperation are the sister Churches in project countries themselves, and their bodies and organisations in charge of development work. However, Misereor also supports non-Church-related partners with close links to the poor; especially in cases where the Church herself would

have only limited access to the poorest of the poor. What is crucial is that the poor themselves harness their own capabilities to become the real actors and agents in development, shaping themselves all development processes and projects affecting them.

**Publications and other
work related material**

www.misereor.de/ueber-uns

www.misereor.org (in English, French, Portuguese, Spanish)



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www.ostpol.info
Founded: 2002

Main activities in media/ communication assistance	Assisting Eastern European colleagues to participate in professional international journalistic networks of foreign reporting Advocacy for Media Freedom, especially Access to Information, and balanced foreign reporting Journalistic Training in Eastern Europe (so far mainly for German speaking colleagues)
Aims and guidelines/principles	For n-ost media, practice and media assistance are two sides of the same coin. Therefore, we are committed to better and more balanced reporting on Eastern Europe in Western media (so far mainly, but not only German speaking) and to the structural improvement of the framework of foreign reporting. While working together at eye level between Western and Eastern journalists we do not perceive our development work as a work in one direction, but as cooperation to our mutual benefit. A bit more than a quarter of all n-ost members (2009) is not only based in but originates from Eastern Europe. We do have general guidelines and funding principles. Both are publicized on our website.
Annual Budget	Annual budget 2009: roughly 900.000 EUR. So far just a small amount is exclusively described as Media Development but, in fact, our whole network is daily media development. Trends for the future: Our aim is to share the experience we gained mostly with German speaking journalists, to the benefit of journalists in Eastern Europe.
LESSONS LEARNED: Examples of successful programmes/projects	We support in depth reporting and want to give Eastern colleagues a voice through integrating them in our professional networks. We normally choose out of three instruments - scholarships, research trips, media conferences - depending on our goals in specific projects. Peer learning-mentoring program: → German and Eastern European journalists mutually benefit from each other Setting up of a Europe-wide network of professional journalists working for professional media (as a civil societal alternative to commercial media)
LESSONS LEARNED: Examples of less successful programmes/projects	n-ost receives many requests for cooperation. These were previously perhaps not always systematically vetted and did not necessarily take follow-up mechanisms into account. In the meantime, we have established a clear procedure including follow up activities.
Shifts of priorities/strategies over last 10 years?	No specifications

Monitoring and Evaluation**Questionnaires**

Feedback culture: We are a membership-driven organisation with members throughout Europe. The n-ost headquarter in Berlin and the n-ost-members throughout Europe maintain a constant feedback culture which guarantees approaches to local needs.

Contribution to partners' sustainability?

No specifications

Publications and other work related material

Legal Leaks-toolkit, a guide promoting access to information as a journalistic tool (in German and Russian, to be translated into more languages)
<http://www.legalleaks.info/downloads.html>

In depth-study on media freedom in Eastern Europe

<http://www.n-ost.de/cms/images//studie%20pressefreiheit.pdf>

Documentation of the results of scholarships, 2009 edition

http://www.n-ost.de/cms/images/stories/PDF/n-ost_Recherchestipendien09.pdf

Documentation of the n-ost reportage-award, edition 2009

http://www.n-ost.de/cms/.../RP_2009_Broschuere_Webfassung_2009-10-05.pdf



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The PRIX JEUNESSE Foundation was established 1964 by the Free State of Bavaria, the City of Munich and Bayerischer Rundfunk (the Bavarian public service broadcaster)

**Main activities in media/
communication assistance**

The core activity of the PRIX JEUNESSE Foundation is organising the PRIX JEUNESSE INTERNATIONAL, a bi-annual festival for children's and youth television worldwide. Further activities include the PRIX JEUNESSE Suitcase. Training and global networking make PRIX JEUNESSE a world-embracing lobby organisation for quality children's media.

Aims and guidelines/principles

The PRIX JEUNESSE Foundation seeks to improve quality of television worldwide for children and youth, to deepen understanding, promote communication between nations and increase the international programme exchange.

A Governing Board, as well as an International Advisory Board, guide and support all PRIX JEUNESSE activities. In the field of research, the PRIX JEUNESSE Foundation co-operates closely with its affiliate, the International Central Institute for Youth and Educational Television (www.izi.de).

Annual Budget

No specifications

LESSONS LEARNED:

**Examples of successful
programmes/projects**

PRIX JEUNESSE Suitcase

A very successful project and focus in our media development activities was the introduction of the PRIX JEUNESSE Suitcase - a training tool for workshops with TV professionals. The PRIX JEUNESSE Suitcase is packed with outstanding and innovative children's programmes from the PRIX JEUNESSE festival. It presents a unique source of inspiration and creative refreshment for everyone dedicated to quality children's media.

The PRIX JEUNESSE Suitcase was launched in the mid nineties, as a way to bring the festival's challenging atmosphere to people who couldn't come to Munich. The Suitcase has travelled to every continent and been presented to media professionals, educators, researchers, parents and children. Every year the PRIX JEUNESSE Foundation organises around 40 Suitcase workshops worldwide, and helps to improve the children's media production around the globe. Following Suitcase trainings can be offered:

Classic PRIX JEUNESSE Suitcase Workshop

The basic elements of a workshop with the PRIX JEUNESSE Suitcase include:

- Programme screening (Selected programmes from the PRIX JEUNESSE archive)
- Discussion of the programmes
- Optional voting, using the PRIX JEUNESSE voting criteria.

Duration: From one hour to three days.

Extended PRIX JEUNESSE Suitcase Workshops

The classic PRIX JEUNESSE Suitcase can be combined with a practical workshop part focusing on topics of specific interest. For example: "Scriptwriting," "Magazine Programmes," "Documentaries for Children," "Working with Children in front of the Camera," etc.

Duration: up to 6 days.

Thematic PRIX JEUNESSE Suitcases

Thematic PRIX JEUNESSE Suitcases introduce the newest research results on specific topics in children's TV. Topics currently available: "Conflict Management," "All you have to know on Preschoolers & TV Research Suitcase," or "Humour in Children's Programmes."

Media organisations, broadcasting stations, or the local offices of Goethe Institut (German Cultural Centre) can host the suitcase workshops. PRIX JEUNESSE helps to find moderators and TV experts that monitor the workshops. The PRIX JEUNESSE Suitcase has become an essential tool for developing structures for children's television worldwide.

LESSONS LEARNED:

No specifications

Examples of less successful programmes/projects**Shifts of priorities/strategies over last 10 years?**

Since 2006 PRIX JEUNESSE produces the suitcase material together with Goethe Institut. The Goethe Institut has become an important partner organisation for the distribution of the suitcase and for local support of the workshop realisation.

Monitoring and Evaluation

PRIX JEUNESSE helps to find TV experts (e.g. editors or producers from ZDF/Germany, DR/Denmark, NRK/Norway) who conduct the Suitcase workshops and impart their knowledge of quality children's television. In close cooperation with these TV experts, PRIX JEUNESSE develops the concept and programme of the workshop. These experts feed back their experiences, facts and problems on the current situation of children's television in the country and forward new contacts to broaden our network. After each workshop we receive the evaluation of the moderator and local organisers.

Contribution to partners' sustainability?

PRIX JEUNESSE Suitcase workshops are often a first step for countries like Bolivia, Bangladesh or Uruguay to be introduced to quality media for children and youth. In media environments that hardly know local productions and are overwhelmed by international global formats, the knowledge about quality standards in children's television and the importance of a local production industry is essential. Generally, in a second step workshops with practical exercises will follow up. The long-term aim is to develop a network of children's media production in the country and connect the local production scene to the global PRIX JEUNESSE network.

Publications and other work related material

PRIX JEUNESSE Newsletter WATCHwords Online available on: www.prixjeunesse.de
http://de.wikipedia.org/wiki/Stiftung_Prix_Jeunesse
www.izi.de



RADIJOJO!
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 Phone: + 49-30-2804 1795
 Fax: + 49-30-2804 1825
www.world-childrens-radio.net
www.radijojo.de/we-are-discovering-the-world/
 Year of establishment: 2003

Thomas Röhlinger
 Founder and Chief Editor
redaktion@radijojo.de

Main activities in media/ communication assistance

Radijoyo World Children's Radio Network (in brief: Radijoyo) is a global non-profit initiative empowering children to use radio and internet as tools for global learning and cultural exchange. Radijoyo is a Germany based NGO cooperating with schools, community radios, education, youth and culture organisations worldwide.

Radijoyo World Children's Radio Network has established educative and participative projects all over the world: e.g. in Afghanistan, India, Sierra Leone, Russia, Kyrgyzstan, Thailand, Brazil, New Zealand, Australia, China, Chile, Ghana, Tanzania and Namibia. It partners with organisations like UNESCO, UNICEF, One Laptop Per Child, Pacifica Radio and the network of young producers within the Public Radio Exchange, Generation PRX.

Aims and guidelines/principles

Our work is based on the UN Children's Rights Convention and recommendations by UNICEF, UNESCO, UN Alliance of Civilizations, amongst others. We develop our work in close partnerships with experts of universities, field workers and educators worldwide, e.g. the World Radio Forum and the World Association of Community Radios (AMARC). Although free speech is encouraged, programmes must abide by standards of respect for others and the U.N. Rights of the Child Convention; no glorification of violence or drugs; no political agitation; no prejudice towards people with a different skin colour, religion or culture; no discrimination or insults towards girls, small children or children with handicaps.

We seek to involve as many community radios, schools, and kids' media groups in the South as possible – to give them a strong and equal voice in our global network. Radijoyo's content is produced by children for children.

All programming is free of advertising and offered to schools and community radios worldwide free of charge.

We follow UNESCO's Principles of Education for sustainable development and have therefore been awarded as UNESCO Official Decade Project.

Annual Budget

The budget is: zero. Explanation: We started as local/national children's radio in Germany and underwent an extremely fast global growth due to the tremendous demand for partnerships worldwide. The funding does not yet reflect this dynamic: Unfortunately, so far only our work in the Northern Hemisphere (in Germany, US, Europe) has found funding. All our activities in the South rely totally on voluntary work.

To adapt the financial structure to our editorial and educational work worldwide, we are now entering a phase where we aim to institutionalise our media development activities in the South: We are trying to establish continental / regional chapters worldwide: Radijojo Africa, Radijojo Latin America and Radijojo Asia. These chapters would be able to use our global network and to use local sources of funding.

LESSONS LEARNED:

Examples of successful programmes/projects

An interview with the researcher and United Nations Messenger for Peace, Jane Goodall, conducted by the radio reporters Mina (9) und Jonathan (13). The questions to Jane were collected from kids from the Congo, Tanzania, Kenya, Thailand, Germany and the US - a real Global Radio Kids adventure!

The Radijojo-series 'We are Discovering the World' explores how the kids in Asia, Africa and South America actually live – and establishes concrete and active partnerships between participating schools. <http://www.radijojo.de/we-are-discovering-the-world/>

LESSONS LEARNED:

Examples of less successful programmes/projects

Projects like Radijojo, and many others worldwide, do a great job in transferring media based education to marginalised children. But still, we are in the position of beggars – in the name of the children we support.

We see that the Rights of Children Declaration, which explicitly demands the support of international exchange between children, to enable them to inform themselves and to have access to child-friendly media, is NOT fulfilled, not in one single country worldwide. The main lesson learned is that educators, media activists, parents and NGOs should raise their voice to lobby decision makers worldwide to end this discrimination of children. Non-profit, educational and advertising-free media for children by children is not a "nice-to-have". It is a must – and should therefore be well-established and sustainably financed by national governments, municipality and international organisations, to end the constant violation of UN Children's Rights.

Shifts of priorities/strategies over last 10 years?

Our priorities have totally shifted from national to international cooperation, due to the huge demand by schools, community radios, youth and children's centres and NGOs worldwide. The demand for more workshops is by far higher than our capacities.

Monitoring and Evaluation

There are several bachelor and master thesis on our work; all of them with positive conclusions. We evaluate our workshops with little feedback sessions with students and teachers, both qualitative and quantitative feedback is very good. Our work in Europe has been evaluated by the EU commission and International Federation of Journalists.

Contribution to partners' sustainability?

We give small grassroots groups worldwide visibility and international background. This helps to promote their work on local level; e.g. an orphanages in Ethiopia and Uganda or small community radios in Swaziland and Namibia.

Publications and other work related material

Please have a look at the feedback and press links on our websites:

http://www.radijojo.de/new_site/presse.php

http://www.radijojo.de/WCN_neu/english/page/untent.php?but=feedback&audioname=Feedback&pl=Feedback

<http://radijojo.de/we-are-discovering-the-world/page/untent.php?butre=&but=feedback&audioname=Presse>

<http://www.radijojo.de/we-are-discovering-the-world/english/page/untent.php?butre=&but=feedback&audioname=Feedback>



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 Managing director of the German section
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<http://www.rsf.org/>
 (international website, several languages)
<http://www.reporter-ohne-grenzen.de/>
 (German language website)
 Founded in Montpellier, France, 1985
 German section established in Berlin, 1995

Main activities in media/ communication assistance

Reporters without borders operates two assistance desks, one in Paris (since 2004) and one in Berlin (since 2010).

The assistance desks have two main fields of work: refugee work and emergency assistance.

The **refugee work** of Reporters Without Borders (RWB) aims at assisting journalists, media workers and bloggers in exile (this may also include family members) by providing legal assistance, financial assistance, assistance to keep up/recreate professional network in journalism.

The **emergency assistance** of Reporters without borders offers assistance to media, journalists, media workers, bloggers (this may also include family members) when they face persecution in their home countries because of their work as media/journalists/media workers/bloggers. To provide assistance in emergencies, Reporters Without Borders is inter alia raising public awareness, lobbying for political support, financing medical treatment or legal assistance, replacing confiscated equipment, supporting family members during times of imprisonment or enforced unemployment or support to obtain emergency visa.

Other activities in media assistance:

- long-term media assistance programmes in case of severe crisis (Haiti 2010, see below)
- lending safety equipment
- insurance for freelance journalists
- handbooks for journalists in difficult situations (exile, war zones etc.).

Aims and guidelines/principles

Our support aims at (re-)enabling persecuted or threatened media, journalists, media workers, bloggers to keep up their work or the re-start working in their home countries in order to sustain freedom of the press and freedom of speech.

Another principle of our support is to further the coordination between media support provided by RWB and other NGOs working in the field of press freedom/journalist-support and neighbouring fields.

Annual Budget

In 2010 (until the end of August) RWB spent 74,500 EUR in grants for journalists and media worldwide through the desks in Paris and Berlin, plus 59,000 EUR for Iranian journalists. In order to set up a Media Operation Centre in Haiti, Reporters Without Borders received two grants for a total of 60,000 EUR.

In 2009, Reporters Without Borders provided assistance grants of an average of 400 EUR each to around 150 journalists and their families plus 118 exiled journalists supported during that year; a total of 130,000 EUR in assistance grants. In 2008, Reporters Without Borders provided 66,000 EUR in assistance grants. In 2007 it was 87,000 EUR.

LESSONS LEARNED:
Examples of successful programmes/projects

More than 20 requests for fast-track emergency visas for France successfully processed in 2009/2010 (of which around 15 for Iranian journalists and their families); successful lobbying for fast-track resettlement via UNHCR for numerous Iranian journalists seeking refuge in Turkey and Iraq; successful lobbying for exceptional visa campaign in Germany (government agreed to the resettlement of 50 Iranian nationals seeking refuge in Turkey, the group consisting of humanitarian cases, journalists, bloggers and human rights defenders).

Emergency visa for journalists who are so-called Third Country Nationals (i.e. with home countries outside the E.U.) are more and more difficult to obtain; the EU and European countries do publicly encourage media and journalists abroad to uphold freedom of the press and freedom of speech, but are increasingly unwilling to provide support and shelter for those who are prosecuted while keeping up good standards in independent media work.

Compared with previous years, the relatively high number of journalists fleeing from Iran in 2009/10 at one time raised the necessity to find quick and new ways to sufficiently deal with issues such as accommodation and basic needs in exile or scholarships.

Haiti 2010

In January 2010, the Media Operation Centre in Haiti could start operating after the earthquake disaster. The mandate of the centre is to:

- make the equipment needed by Haitian journalists available to them
- provide room for exchange with international press
- offer the various organisations defending journalists in Haiti space for operating during the crisis
- act as a news centre for the various government authorities and NGOs that want to address as many media as possible
- advise and assist the government and its partners as to the relaunch of news media hit by the earthquake, both in the capital and provinces, especially in the towns of Petit-Goâve, Grand-Goâve and Léogâne, which were very badly affected.

Pakistan 2010

Reporters Without Borders provided support to Pakistani media (three independent newspapers – Shamal, Salam and Chand) hit by the floods of summer 2010. These newspapers were located in the Swat valley, where the electricity supply was cut off on 29 July, including in Mingora, the base of the valley's leading media. There, generators consuming a lot of fuel had to be used to have newspapers printed which were thus faced with exploding production costs. Reporters Without Borders' support allowed newspapers to partly compensate this and keep up publishing and satisfying the population's need for news and information during the crisis.

LESSONS LEARNED:
Less successful projects

No specifications

Shifts of priorities/strategies over last 10 years?

Reporters Without Borders provided active assistance to media and journalists in distress since its founding in 1985. However, with the demand growing, specialised assistance desks were created at the International Secretariat in 2004, and by the German section in Berlin in 2010.

Monitoring and Evaluation	Via activity reports and in cooperation with other NGOs working in the field of press freedom/journalist-support and neighbouring fields. Feedback about cases of emergency assistance through correspondents.
Contribution to partners' sustainability?	Our support has enabled independent media to keep up publishing/broadcasting and journalists/media workers/bloggers to keep up independent work in their home region.
Publications and other work related material	Activity report – supporting journalist in difficult situations http://en.rsf.org/IMG/pdf/RSF_rapport_bureau_assistance_en.pdf Handbook for journalists http://en.rsf.org/spip.php?page=article&id_article=21744 Handbook for bloggers and cyber-dissidents http://en.rsf.org/IMG/pdf/guide_gb_md-2.pdf Guidelines for exiled journalists http://www.reporter-ohne-grenzen.de/fileadmin/rte/docs/2009/Guidelines_exiled_journalists.pdf

Robert Bosch Stiftung

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The Robert Bosch Stiftung is one of the major German foundations associated with a private company. It holds 92 per cent of the share capital of Robert Bosch GmbH. Established in 1964, it represents the philanthropic endeavours of Robert Bosch (1861-1942), focussing on the fields of science, health, international relations, education, society, and culture. In Stuttgart, the foundation maintains the Robert-Bosch-Krankenhaus (Robert Bosch hospital), the Dr. Margarete Fischer-Bosch Institute for Clinical Pharmacology and the Institute for the History of Medicine. Between 1964 and 2009, the foundation has made available approximately 964 million euros for projects. In 2009, approximately 64 million euros were spent on project funding.

Main activities in media/ communication assistance

- scholarship programs for journalists
- conferences
- research trips etc.

Currently the Robert Bosch Stiftung offers 17 programmes for journalists. Please have a look at our website:
www.bosch-stiftung.de/content/language2/html/1544.asp

Examples:

“Media – Mediators between Nations”: Fellowship Program for Journalists from Central and Eastern Europe

In cooperation with the Berliner Journalisten-Schule (Berlin Journalism School, BJS), the Robert Bosch Stiftung organizes a three-month fellowship program for Central and Eastern European journalists (from Aserbajdschan, Armenia, Bulgaria, the Czech Republic, Estonia, Georgia, Latvia, Lithuania, Moldova, Poland, Romania, Slovakia, Slovenia, the Ukraine, Hungary). The program includes a one-month stay in spring at the Berliner Journalisten-Schule to acquire knowledge about Germany, bilateral relations and the European Union, followed by a two-month internship in the editorial department of a renowned publisher, radio or television station, depending on the fellow's interests and qualifications. The journalists familiarize themselves with the working methods of their German colleagues and produce reports for their respective host and home editorial departments. Meetings and interviews with representatives from politics and social affairs are also scheduled during their stay in the German capital.

Mentors from the host editorial department provide participants with personal assistance and support them in producing reports for the host and home editorial departments. The fellows receive a monthly stipend of 1,100 euros and assistance in finding accommodation.

By the same token, German journalists can spend three months working in Bulgaria, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, or Slovenia. Before starting out on the program, fellows attend an introductory seminar in Berlin which provides information about current political, economic and cultural issues as well as the media landscape in their host country.

They then spend three months working in the print, radio, or television media in their host country learning about daily work routines there and producing reports for the host editorial department. The journalists should not lose contact with their home editorial department during their stay abroad. Rather, they receive support in their role as “temporary foreign correspondents”. In the host country, participating journalists are supported by a colleague who has already been a Robert Bosch Stiftung fellow and worked in a German editorial department.

The experiences and contacts gained during the program are to help participants report about the host country and current developments in the new European Union member states competently.

www.medien-mittler.de

“Media Ambassadors China-Germany”

The exchange program for journalists “Media Ambassadors China - Germany” is organized by the Robert Bosch Stiftung in cooperation with the Hamburg Media School and aims to win over journalists for the task of strengthening Sino-German relations. Every year, fifteen fellowships are awarded to Chinese and German journalists. Journalists from China are invited on a three-month fellowship to Germany, while German fellows spend three months in China. The fellows receive a stipend of 1,000 euros per month. The visit by Chinese fellows in Germany includes a one-month course at Hamburg Media School and a two-month job-shadowing stage with renowned print, radio, online or television editorial teams. The course at Hamburg Media School includes studies on German affairs and the entire spectrum of journalistic forms of presentation. The job-shadowing stage in a German editorial team then gives fellows a deeper insight into the system and working methods of the German media. The program includes meetings, discussions and forums with important personalities in German politics, journalism and society.

German fellows deployed in China take part in an intensive course on contemporary Chinese affairs at the renowned Tsinghua University during the first month. Months two and three are spent working in English or German language editorial departments of major Chinese media in Beijing or Shanghai.

In addition to a deeper and broader understanding of journalism in the respective host country, the aim is to obtain first-hand experience which the Chinese and German journalists then use in their coverage back home returning from their three-month stay abroad.

www.medienbotschafter.de

Aims and guidelines/principles	No specifications
Annual Budget	No specifications
LESSONS LEARNED: Examples of successful programmes/projects	No specifications
LESSONS LEARNED: Examples of less successful programmes/projects	No specifications
Shifts of priorities/strategies over last 10 years?	No specifications
Monitoring and Evaluation	No specifications
Contribution to partners' sustainability?	No specifications
Publications and other work related material	No specifications



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 www.solifonds.de
 Founded: 1995

Main activities in media/ communication assistance	<ul style="list-style-type: none"> - non-commercial radios/periodicals - training courses for journalists of non-commercial medias - educational materials for social movements
Aims and guidelines/principles	<p>Support of</p> <ul style="list-style-type: none"> - democratic social movements in the so called Third World countries - activities in the area of international solidarity and cultural affairs
Annual Budget	<p>15.000,00 EUR</p> <p>Trend in the future: more or less the same</p>
LESSONS LEARNED: Examples of successful programmes/projects	<ul style="list-style-type: none"> - training courses for journalists of non-commercial media in cooperation with Casa Brecht, Uruguay - support of "Bargaining Monitor", periodical of Labour Research Service, South Africa - workshops for young journalists, Cameroun - newsletter for textile workers Asia/Europe <p>Long-term cooperation with NGO-partners in the country</p>
LESSONS LEARNED: Examples of less successful programmes/projects	<ul style="list-style-type: none"> - newsletters which were commercialised (Nicaragua) - radio station run by an NGO which disappeared (South Africa)
Shifts of priorities/strategies over last 10 years?	<p>At the beginning we used to organise exchange-programmes with journalists from so-called Third World countries and Germany. Because of lack of money and time (organisation of volunteers) we gave it up and now support only small projects.</p>
Monitoring and Evaluation	<p>Reports and occasional visits</p>
Contribution to partners' sustainability?	<ul style="list-style-type: none"> - long-term cooperation - support of human resources: training courses, educational material
Publications and other work related material	<p>www.solifonds.de</p>



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Main activities in media/ communication assistance

TRAININGS: We support our partners by providing trainings in:

- Journalism: Print, Radio, Video and Photo-Journalism, Peace Journalism;
- Music: Live Performance, Music Recording and Music-Video Production;
- Film: Fictional and Documentary Film Production;
- Theatre: Acting, Forum Theatre and Puppetry Drama;
- Artwork: Drawings, Photography, and Print Material (Posters) Production;
- Media Education: Developing a critical relationship to media and its content;
- Media for Peace: Analysis, design, implementation and M&E.

EQUIPMENT: We support our partners in the selection, procurement and installation of production and broadcasting equipment, as well as setting up production studios and radio stations.

PROGRAMMES & CAMPAIGNS: We support our partners in the development, implementation and evaluation of their media projects, programmes and campaigns.

DOCUMENTATION: We document the initiatives and highlight the concerns of interested persons, groups, and organizations through various media types.

Aims and guidelines/principles

OUR APPROACH

It is our belief that local media initiatives, oriented towards human development and based on all-inclusive communal participation, foster mutual understanding and are a distinctive contribution to peace. These initiatives encourage open dialogue among all, through the Xchange of information, experiences and opinions.

Therefore, Xchange Perspectives acts in different spheres related to the development of community-based and community-oriented media initiatives worldwide. Knowledge about the necessary skills and capacities is shared with interested individuals and social groups, with a particular interest allocated to those spheres requiring immediate action.

All actions and projects implemented by Xchange Perspectives have as a central and universal criterion the partnership with the people concerned, who shape the form and the content they want to communicate about. The goal is to foster a sense of process and result ownership in the people we partner with, who develop solutions to particular issues of concern, and spread their productions to their communities and beyond.

Annual Budget

Audited annual budget 2009: 28.063,63 EUR
 Forecasted annual budget 2010: approx. 46.000,00 EUR
 Anticipated annual budget 2011: < 70.000,00 EUR

LESSONS LEARNED:**Examples of successful programmes/projects**

Youth Radio Magwi (Southern Sudan): Within a short time frame, the eighteen participants of the radio journalism and music production training developed a great ambition and eagerness to contribute positively to their community, which in turn strengthens the vision of Xchange Perspectives: the youth, if provided with the necessary skills in media production, can be a voice – a voice contributing positively to social change and peace. The radio station in Magwi fosters, through the Xchange of information, opinions and experience, an open dialogue amongst the local community, and allows the youth to become active citizens of their society, disseminating information crucial to supporting the development and peace processes in Magwi County.

Media for Peace Training: The ‘Media for Peace Training’ was an advanced workshop for a group of pre-selected individuals (21) involved in media production in Southern Sudan and aimed at incorporating lessons learned from Peace and Conflict theory and Development theory into the field of communications through the informed use of appropriate media formats and messages contributing towards peace. The goal was for greater understanding of how to shape media messages for an all-inclusive positive social change, ultimately aiming at establishing a ‘Culture of Peace’.

LESSONS LEARNED:**Examples of less successful programmes/projects**

In general an accurate translation, by some of our partners, of community-based approaches remains a challenge. This is crucial for the projects we want to implement as highlighted in our values and philosophy. Therefore, one lesson learnt is to allocate even more emphasis on a common understanding of community-based approaches in any pre-project phase.

Furthermore, a major challenge to all our planned projects is the acquisition of funds. Our services have been requested by several organisations and initiatives around the world, however, they expect that Xchange Perspectives offers its services for free, meaning we have to get the funding for the projects, which remains a major challenge and many developed and anticipated projects hence have not been implemented.

Shifts of priorities/strategies over last 10 years?

In view of our short organizational history there was no need to shift our priorities or strategies.

Monitoring and Evaluation

Our M&E approach revolves around four key factors: 1) the output, or retention of the content of medium; 2) the ‘outgrowth’ or in other words the acceptance of cognitions, whether the audience or participants have received the message communicated and whether they paid attention to and understood what was communicated is investigated; 3) the ‘outcome’, as the formation or change of attitude or relationships, with which we mean the indirect effect on the audience or participants, in other words it is about checking what the recipient of the content and medium thinks and feels about it, what his or her opinions are; 4) the ‘outflow’ of a certain content or medium, where we rather look at what effects occur after a long time of exposure to media carrying certain content in certain formats, values or worldviews, how does the audience think about the media outlet or even the media system disseminating the content, how critical and reflective they are about it, or how immune the audience is towards messages containing and carrying other values or worldviews.

These factors are considered from the beginning of any initiative undertaken; M&E is hence an integral part of any project phase undertaken by Xchange Perspectives. In view of our participatory approach, external experts are not considered a proper course of

action. Participation means involvement of stakeholders in the decision-making process and therefore they must also be partners in the process of monitoring the process and evaluating the change. Too many times the evaluation, for example, is merely focused on the outputs. Usually neglected are the satisfaction of the people and the feedback about the proposed change. Not always considered as scientific, qualitative measures assess the level of satisfaction and opinions. Dialogue helps to reconcile the different positions, interests and needs, making sure that all stakeholders' inputs are considered in all projects in which Xchange Perspectives is involved.

Contribution to partners' sustainability?

Xchange Perspectives is dedicated to the spreading of peace values and the implementation of peaceful processes. Thus, the sustainability of these projects, and consequently of our partners is primordial. We work towards this sustainability through the very nature of our work, as media has a real and great potential for peace in all its diverse realms and sustainability. Moreover, all our projects are based on building the capacity of our partners, thus providing the necessary skills to build their own future with peaceful purposes in mind. Hence, it is through cooperation, openness and a realistic distribution of resources and capacities that we contribute to the sustainability of our partners.

Publications and other work related material

Several Videos on Youtube: <http://www.youtube.com/user/XCHANGEperspectives>
Several Videos on Vimeo: <http://www.vimeo.com/user2634302>



ZEIT-Stiftung

Ebelin und Gerd Bucerius

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 Founded: 1971

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Main activities in media/ communication assistance

- Encouragement of journalists and media publications from Eastern Europe for their quality, professionalism and civil courage (The Gerd Bucerius Prize Free Press of Eastern Europe, FPO). This programme is a co-operation between ZEIT-Stiftung and the Norwegian foundation Fritt Ord.
- Two months exchange of young and talented journalists from Eastern Europe and Germany (The Marion Dönhoff scholarship, IJP).

Aims and guidelines/principles

FPO: Strengthening the democratic free press and the establishment of independent media in Eastern Europe's emerging democracies and encouraging those journalists who, despite official pressures and economic difficulties, defy censorship in all its manifestations including self-censorship.

IJP: Servitors shall achieve invaluable working experience, personal contacts across national boundaries, and insights of democratic media field.

Annual Budget

FPO: 80.000 EUR prize money
 IJP: 25.000 EUR

LESSONS LEARNED:

Examples of successful programmes/projects

- The **Gerd Bucerius Prize Free Press of Eastern Europe** initiated in 2000 (FPO): There is a necessity of continuance due to permanent challenges in journalistic work.
- The **Marion Dönhoff programme**, exchange programme for journalists initiated in 2001 (IJP): Young journalists from Eastern Europe become acquainted with different media reality in Germany other than in their home countries.

LESSONS LEARNED:

Examples of less successful programmes/projects

No specifications

Shifts of priorities/strategies over last 10 years?

Continuity in both mentioned programmes.
 Furthermore, ZEIT-Stiftung sponsors five or six minor selective media projects every year.

Monitoring and Evaluation

FPO: Prize winners meet in Hamburg or Oslo for one week every year. They receive their prize, visit editorial offices and make contacts to other journalists.

IJP: "Guest journalists" from East and West write reports about their positive experience with guest media in a foreign country. The reports include demonstrative work samples published in prominent media. Furthermore, the former servitors are invited to take part in alumni programmes and to meet regularly during a welcome week.

**Contribution to partners'
sustainability?**

FPO: Prize winners often use the prize money to buy better technical equipment (cameras, cell phones, voice recorders) for their editorial department or pay outstanding debts and legal expenses.

IJP-fellowship means inspiration for new topics, contacts to other journalists and other media, journeys to alumni meetings, begin of a promising (international) journalistic career.

**Publications and other
work related material**

FPO: <http://www.zeit-stiftung.de/home/index.php?id=126>

IJP: <http://www.zeit-stiftung.de/home/index.php?id=129>

Mission Statement

The German “Forum Media and Development” (Forum Medien und Entwicklung) is a network of institutions and individuals active in the field of media development cooperation. It serves as the German platform for the exchange of experiences, research and further elaboration of concepts. It facilitates the dialogue between media practitioners, development politics and the scientific community.

The members of the German “Forum Media and Development” advocate the human right to freedom of speech. They are convinced that free and independent media are essential for the development of liberal democracies. Free and independent media ensure that all groups of society can participate in public opinion forming. At the same time they demand transparency and accountability from political, social and economic players. This is also of particular importance with regard to poverty reduction and the promotion of sustainable development. Therefore, the German “Forum Media and Development” endeavours to strengthen the importance of media aid in the context of development cooperation.

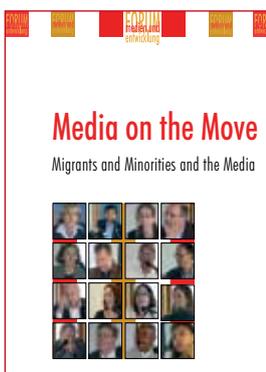
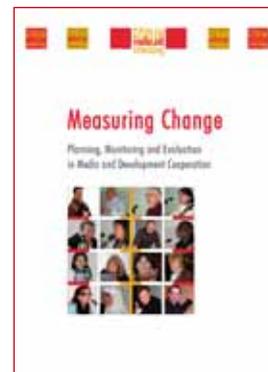
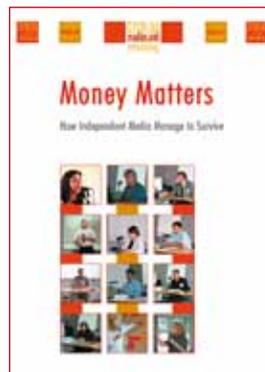
The activities of the Forum include:

- exchange of information and experiences among the members
- exchange with media representatives from Africa, Asia, Latin America and Eastern Europe
- cooperation in carrying out joint projects, research and evaluations
- coordination and representation of the interests of the non-governmental organisations that are concerned with media development cooperation – at national, European and international level
- further elaboration of the political and strategic framework of the German media development cooperation
- advice to the German government and its implementing organisations.

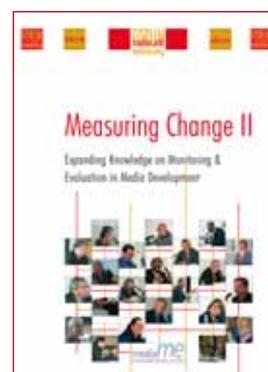
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Dr. Hartmut Ihne, Center for Development Research (ZEF)
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