



MEDIA ASSISTANCE IN THE
SWISS DEVELOPMENT COOPERATION:

MEDIA - A KEY PLAYER FOR REALIZING SOCIAL ACCOUNTABILITY

ORIENTATION GUIDE



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1. Introduction

Media – a key mechanism for social accountability

The Right to Information has its roots in the Universal Declaration of Human Rights («Everyone has the right to freedom of opinion and expression») and was specified by the UN special rapporteur in 2000: The Right to Information includes the obligation of public bodies to disclose information and the corresponding right of every citizen to receive information. Provisions are defined to enable access of this right by citizens. Within the activities to realize the Right to Information mass media play a key role to vehicle information and communication in a society between governmental bodies and the different stakeholders within society.

Besides the potential of being a platform for information relevant to development in a country, mass media – following essential governance criteria - can be a key factor for social accountability.¹ This is the underlying reason why media assistance - in general development plus in the environment of violent conflict - is an increasing component in governance activities. Realizing successfully our approach of media assistance will strengthen the achievement of main development goals of the Swiss Development Cooperation and Humanitarian Aid.

Nevertheless mass media themselves are never free of own interests and should not be considered just as a channel: media can be committed to «public» interest, supportive towards the government or being captured by a political party or commercial purposes. Every media has its editorial concept – outspoken or not. Even quality journalism is not beyond certain interests and good professionals are always aware that their reporting is never «neutral»: It depends for example on where you focus your lens: do you go close to the people or do you cover the institutional discourse?

To take into consideration these factors is crucial for development agencies to assist media and the present paper is meant to give an orientation on this way.

What this paper intends to get across

It will

- outline SDC's fundamental beliefs in media assistance
- explain the main objectives and principles we are committed to
- provide operational guidelines to our staff and partners in the field to analyze the needs in media assistance and select specific interventions
- describe the challenges for implementing, monitoring and evaluation, plus
- consider the risks in media assistance.

However, this paper does not explicitly stress specific priorities in the field of media assistance. This is for two reasons. First, each situation is different and the priorities have to be selected according to the prevailing local conditions. Second, it is due to the still only fair level of knowledge about lessons learnt and best practices in media assistance.

Structure

After presenting a summary of our vision and objectives in the field of 'media and development' (chapter 2) this paper explains the cross-cutting principles that guide all our efforts and activities in media assistance (chapter 3). The paper then follows the usual steps of the project cycle, adapted to the particularities of working with media. It leads the readers through the consecutive process of analyzing the situation plus choosing interventions according to the needs (chapter 4). Examples including their strengths and weaknesses will be presented there. The paper finally lists risks and constraints in media assistance (chapter 5) and the need for better monitoring and evaluation (chapter 6). The annex provides various check-lists, additional information for the special case of media assistance in the environment of violent conflict plus literature and links for further reading.

¹ Social Accountability: mechanisms whereby civil society interacts with power-holders to foster them to account for and take responsibility for their actions.

2. Vision and Objectives

2.1 Media assistance in development cooperation

Among society's institutions, media are outstanding intermediaries enabling the public to learn about 'reality', i.e. events, actors, interests of social institutions, views and opinions, from beyond what citizens can perceive directly. Thus media connect the public with what is happening around them and with society's social, economic, cultural and political institutions. Vice-versa, media provide channels for these institutions to interact with the public. This holds true for our own societies in the Western World as well as in developing and transition countries.

Thus, media are an agent in its own right, enabling people to form opinions, to support their analysis of political and socio-economic issues, to participate effectively in policy formation and to execute their democratic rights. In this way media serve the public interest and support the development of a democratic society.

Why media assistance is necessary

In many developing and transition countries, the potential of the media is not only untapped, it is sometimes blocked. Authoritarian regimes violate the right of freedom of expression, hinder journalists in fulfilling their duties, restrict access to governmental information or simply intimidate single media organizations in order to make self-censorship a common habit. In other cases, the lack of economic resources doesn't allow for free media, be it for a lack of professional education, for a lack of means to do research, or for a lack of infrastructure to produce and distribute information. In many cases the level of professional standards in reporting is very low, thus giving business and political interests the chance to get their biased messages across unnoticed or even to set the political agenda. However, today more than ever, people need information, orientation and fora for discussion. Thus we see a growing need to strengthen the media sector in its function of serving the social, economic, and political public interest.

Vision

Freedom, equality and social cohesion (order, solidarity) belong to the core values of democratic societies, based on values derived from the international human rights framework. Thus, media should not only contribute to achieving these values, the media sector with all its spheres should also be governed by these principles.² This makes freedom, equality and social cohesion the appropriate criteria to

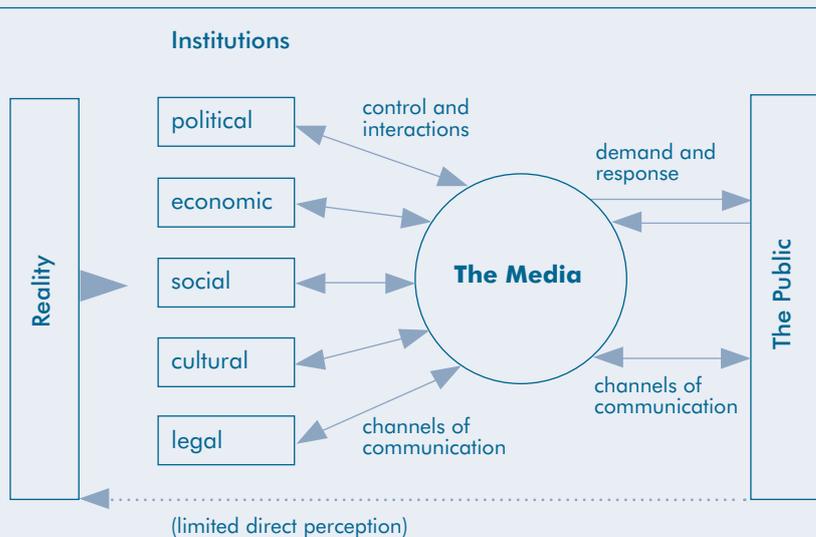
- define what kind of media the society should aim for
- assess the current status and performance of a given media sector

In the frame of this intermediary role, media perform a variety of functions:

- disseminate information on relevant topics
- give voice to different parts of society, including marginalized groups
- provide a forum for exchange of diverse views
- fulfil a watchdog function by observing political processes
- influence the perception of societal realities
- contribute to orientation and social integration
- provide channels to political actors to raise the attention of the public, and to communicate and interact with the people

² This theoretical framework goes back mainly to McQuail, Denis (1992): *Media Performance, Mass Communication and the Public Interest*, Sage Publications, London, pp. 65-80.

Media functions as intermediary



- identify needs of the media sector
- guide our interventions in the media sector (see table 1 in annex)

Freedom, for example, calls for freedom of expression and information. It also requires a free choice for everybody to choose their media channel. Equality calls for journalistic practice providing «equal» and «balanced» coverage of the diverse viewpoints and concerns of different layers of society.

By applying these criteria, we obtain a clear vision about the ideal status we are aiming at: an independent, pluralistic media sector that provides an intelligent account of the day's events, gives voice to different parts of society, provides a forum for exchange, and works as a watchdog. This kind of media is able to contribute to the aims of legitimate and participatory governance and provides necessary elements to enable a transparent, equitable, efficient and accountable management of public affairs.

Pluralism

Pluralism forms an essential part of this vision. Generally, it can be achieved by two different approaches:

- external pluralism is characterized by a maximum diversity among various media, and allows restricted diversity inside one medium.
 - internal pluralism, on the contrary, calls for a large diversity of views inside one medium.
- For development and transition countries, it might be more advisable to go for the latter type, as not many people can afford to use more than one medium.

2.2 Objectives

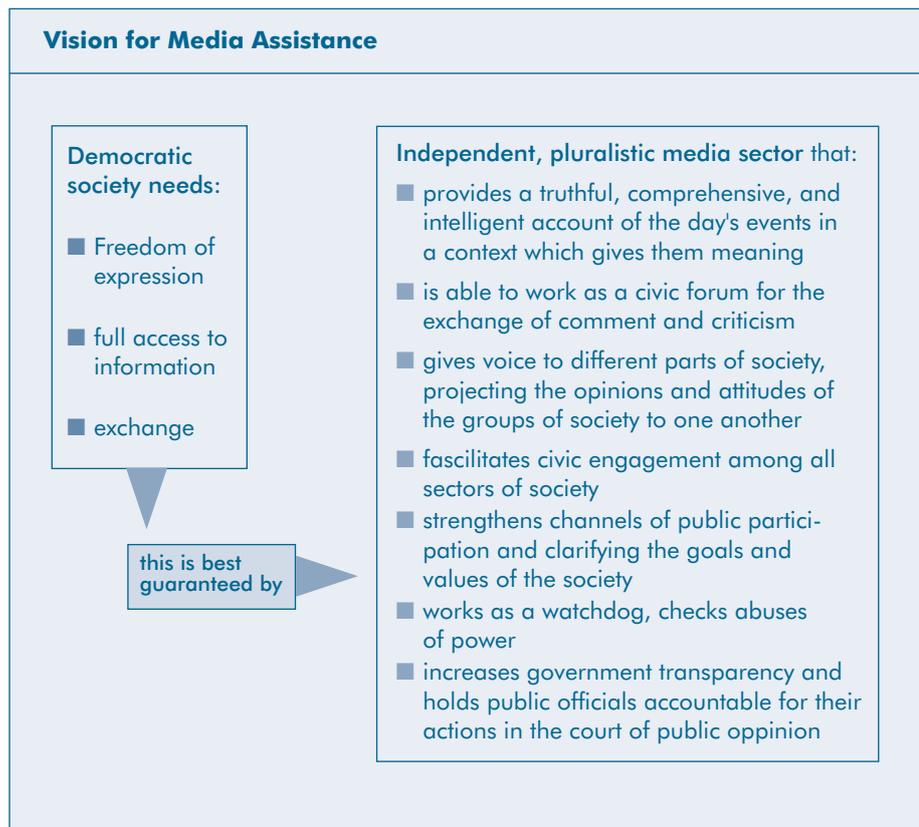
According to this general vision and considering that mainstreaming governance in all our programmes aims at strengthening accountability, non-discrimination, participation and transparency by empowering rights holders and strengthening duty bearers to fulfil their responsibilities, the following goals for media assistance in development can be derived:

Overall goal of media assistance

- Freedom of expression and access to information are guaranteed for all citizens thus enabling sustainable human development
- Strengthen social accountability mechanisms

Sub-goals of media assistance

- An independent, pluralistic media sector is established that fulfils its function in the social, economic, and political public interest (focus on high quality of information, forum and exchange)
- Access to information is ensured for all women and men. Especially vulnerable and marginalized groups are encouraged and enabled to make use of opportunities in order to strengthen their power in decision making (focus on access to and representation of different groups in the media)
- Social accountability and civic participation through free and pluralistic media lead to increased transparency and accountability by the government (focus on watchdog role of media)



3. Guiding Principles

For all of our interventions in media assistance, the following common principles shall guide our activities.

1. Efforts must be people-oriented, not technology-driven

We generally focus on the needs and means at the disposal of the people and try to conduct activities strictly oriented to these needs. Therefore, we have to find in each case the right partners with the appropriate media and communications channels to reach the people we want or to initiate the processes we are aiming at. Our focus is not to foster a specific technology or to promote certain communication channels for their own sake.

2. Pay attention to local needs and involve local partners

The best media assistance is the development of domestic media in a country itself, based on the involvement of local women and men. Therefore, it is necessary to adapt our general vision of the role of media for a democratic society to the local conditions and needs in each country. This should be done with and by local partners. Selecting the right and capable local partners should occur at the outset of a media project and is perhaps the most important step in the process of media development. These partners should take the lead – the role of the international community is to help enlarge the space in which those media outlets operate.

Responding to local needs also means that ‘one size fits all’ schemes do not work. The intervention must be tailored to a region/country or even a particular locality and to each situation. This requires us to

- promote domestic capacity rather than external dependency in order to build an organization that doesn’t need ongoing external support;
- enhance the role for and develop more local trainers, as ‘parachute experts’ are generally of less value;
- encourage local in-kind or financial participation to create ‘ownership’.

3. Be prepared for a long-term intervention

The media sector is quite complex and comprises a lot of different actors. Therefore, the establishment of a well-functioning media sector with its necessary institutional infrastructure needs time. This requires, from the donors’ side, a long-term commitment in what is basically a prolonged process of institutionalizing democracy. Media assistance projects often lack this overall, long-term vision with due incorporation of other aspects of political and socio-economic life. The result is that many programmes are completely unsustainable once the donor money is gone.

Particular attention should be devoted to the economic viability of independent and pluralistic media. Economic sustainability must be addressed. In a post-conflict situation or an emerging democracy, media should be gradually weaned from their dependence on donors as the civic and economic mechanisms develop. However, this transition could require at least a decade. Such a long-term approach needs not necessarily be more expensive, as quality is far more important than quantity. In some areas, there is rather even too much aid – and too few requirements for obtaining it; so, hold your partners accountable.

4. Embed media assistance in a broader approach

Improving the media’s capacity to promote governance – with a special focus on poverty reduction and gender equality – is best done with a variety of tools and methods. This requires a strategy to support the sector as a whole, and not one for merely providing limited interventions that support individual media outlets or even single journalists, or that promote information dissemination without attention to the infrastructure and environment needed to sustain free flow of information in the long run.

Therefore it is helpful to

- pursue a broad comprehensive approach in media assistance, combining different entry points (legal, political, organizational, economic) in order to have greater impact.

This implies also aiming at

- coordinating media assistance with other elements of democracy building as this will produce mutual benefit. Media sustainability depends on economic recovery, on the development of civil society, and also on legal support and political transparency.

The need for a combined approach to media and democratization work is especially important in post-conflict societies, as independent media can hardly spring to life in non-democratic societies. Such a broad approach requires a sustained partnership with other democracy developers to create an enabling environment of legal and marketplace reform.

5. Place emphasis on (donor) coordination

In most partner countries, the media sector is very small, resulting in a lack of intermediary organizations to cooperate with. As a consequence, donor organisations often turn to the same organisations time and again. In addition, given the short history of media assistance, many actors have only recently begun to formalize their missions and develop strategies.

All this increases the need for close cooperation with other actors in general and donors in particular, beginning with regular exchange of information. Share best practices, form coalitions, address common regional or thematic media development issues. This is especially necessary if donors want to implement the broad comprehensive approach mentioned above.

6. Design media assistance in a careful planning process

Media assistance projects have to follow the same planning processes as other programmes of development cooperation. Before designing interventions in this field, a careful analysis of the situation, its problems, needs and potentials is needed. Then a common participatory planning process with stakeholders and partners should yield an appropriate project design.

7. Monitor status and progress / evaluate outcome

Up to now, there has been little evaluation of media assistance efforts, before or after their completion. Lack of reliable data, resources, expertise, and will, hamper the evaluation efforts in this sometimes highly political and crisis-driven environment. Given the additional risk of doing harm with badly designed initiatives in this sector, particular efforts should be dedicated to a proper monitoring of ongoing activities, e.g. by closely following up training participants, as well as to developing appropriate indicators (e.g. for media quality) and conducting proper evaluation afterwards. In doing so, one should track results,



not only the money spent. This means that when evaluating media assistance, try to determine the outcome of programmes on the media sector, such as the change in impartial and accurate news stories in the ensuing year, instead of recording only the short-term results of what was done in a singular project (output, activities).

Ideally, media monitoring already starts before a possible intervention, as part of a proper context analysis, e.g. media monitoring of biased reporting and review of possible counter measures. This makes early interventions possible and enhances the likelihood of success. Once media manipulation is widely apparent or fervent hate media is present, it may be too late and interventions may yield little or no benefit.

4. Designing Interventions

Media assistance projects should follow the usual project cycle procedures as do other programmes in development cooperation. In the following section, we describe in detail the issues to be analyzed and the menu of potential interventions, including some examples with their strengths and weaknesses.

4.1 Analysis – Discovering needs and potentials

Any project has to start with a proper analysis of the media situation and its relevant social, economic, cultural and political environment in order to assess needs, risks and potentials.

4.1.1 The different spheres of the media sector as the basis for analysis

Such analysis needs to be done for all segments belonging to and interacting with the media sector. All these segments simultaneously influence what people get to read, listen and view via the media. To do so we use a very simple model of the media sector and its audience, consisting of six different spheres in the media sector. These are:

1 Individual journalists

Journalists are the most broadly known actors, obviously producing the media output. Their level of performance is contingent upon their individual knowledge, capacity and personality, on the role models they have adapted to, plus the resources (finances, time) they are given. They have a certain scope of action that is extendable, but restricted by other spheres of influence.

2 Media outlet organization

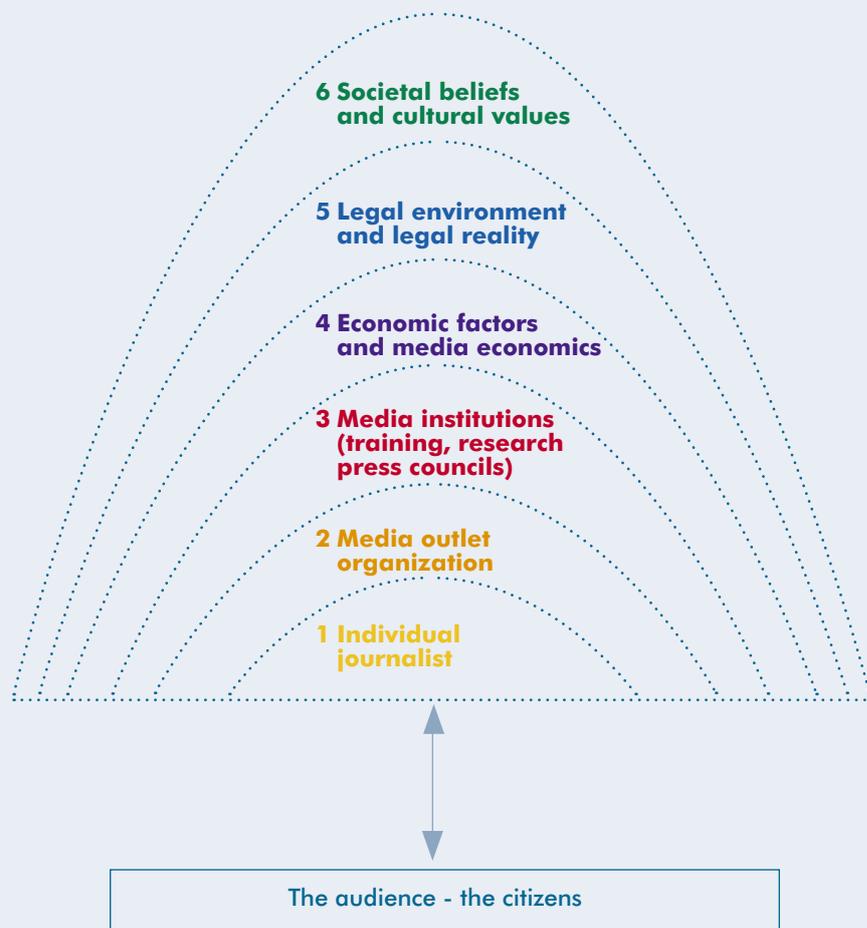
The way single media outlets are institutionally organised determines to a large extent how internal power is distributed, along with what journalism concepts and role models are established. In many cases, the influence of editors and editors-in-chief is quite strong, and consequently the influence of normal journalists and reporters quite low. This has to be considered for example when designing training, as training for reporters might have hardly any impact if the reporters are hindered by their editors in implementing what they have learned.

The organizational difference between public broadcasting and private media might also affect media's performance. Media's content is also influenced by the revenue structure of media: media with high circulation and considerable income from subscriptions are more influenced by the editor's side than those with high reliance on advertisements.

3 Media institutions

Media outlets need to be surrounded by institutions supporting the whole sector with services a single media outlet cannot afford. These are for example education, training and research institutions (universities, institutes), press councils, journalists unions, press clubs, and watchdog organisations. This institutional structure around the media needs to be sufficiently set-up and appropriate to the task.

The Media sector



4 Economic factors and media economics

It is self-evident that the overall economic conditions of a country are an important factor for the country's media. Purchasing power of ordinary people will have an influence on newspaper circulation. The level of economic recovery determines to a large extent the potential revenue media can expect from advertisement. Besides this, ownership of media and the degree of media concentration are critical factors as well as the status of distribution and printing facilities.

5 Legal environment and legal reality

Potential and performance of media are strictly contingent upon the legal environment, i.e. media laws in the constitution or similar frameworks (freedom of expression, access to government's and other public bodies' information and documentation), media relevant issues in the criminal or civil code (libel, slander), plus the regulatory measures such as, for instance, licensing for broadcasting and the provision of air frequencies. In some countries, legal reality, i.e. how the laws are enforced, is the most crucial factor, as many countries have officially adapted modern media laws guaranteeing media freedom, while keeping a restrictive practice with severe violations of media or citizens rights.

6 Societal beliefs and cultural values

Common cultural values and societal norms also have an immense effect on media content as they influence via journalists, owners and other media actors, the selection of news as well as the presentation of events and positions in the media. One of these cultural values is the role that the society attributes to the media. These 'hidden' values have to be especially taken into account in a violent conflict environment, when deeply rooted beliefs will 'naturally' prevent journalists from reporting impartially, as it can be difficult for them either to be aware of this influence or even to overcome it when needed for balanced reporting.

4.1.2 Recording status quo of the media sector and comparing to the ideal

The criteria for analysis are the core democratic values of freedom, equality, and social cohesion. They set the ideal status we are aiming at in each of the different segments of the media sector, and thus also serve for appraising the current media situation in a specific country (see table 1 in Annex³).

Analysis of status quo

This analysis should cover all spheres of the media sector (a good opportunity for coordination among donors/NGOs). It assesses, for example, whether press and other media laws are conducive to a pluralistic media or whether legal reality is a hindrance. Sometimes economic conditions serve neither freedom nor equality. If, for example, there is only one state printing machine for all print media, it opens opportunities for restricting press freedom and equal access to information by a very simple tool (more examples in table 1). Assessment of the quality of media informs us whether journalists cover issues in a balanced or in a biased way, thus facilitating or denying equal access to information. This analysis should include the audience, especially the access of different layers of the citizenship to the media, as well as the extent to which different sub-groups and their concerns are covered by the media. The data collected provide insight into the state of the media and the environment they operate in. Table 2 (Annex) gives a checklist of leading questions and issues for such an analysis.

Identifying needs: Comparing ideal to status quo

Interpreting the data and comparing the ideal (which is normally a local adaptation of the general vision mentioned in chapter 3) with the status quo then sheds light on shortcomings and identifies specific needs in the media sector. A subsequent exchange of information with the government, donors and implementing agencies provides an overview of what has already been done in the media sector and what has not yet been touched upon.

³ Table 1 describes various ideal characteristics of the different segments of a media sector according to the criteria of freedom, equality and social cohesion.

4.2 Choosing an intervention – Menu of options

According to the needs discovered in the foregoing analysis and according to the programmes already implemented by other donors/NGOs, a new appropriate intervention can be designed. Obviously all the segments of the media sector as well as the audience are potential entry points for interventions in media assistance.

Let’s have a look at the details of the menu of options.

Table 1: Media Assistance - Menu of options

Sphere	Possible interventions (examples)
1 Individual journalists	Support in training professional skills and/or knowledge on specific issues
2 Organizational level of media outlets	Support to independent, pluralistic media outlets, and improving the working conditions; on-site training for editors on ethics, journalism concepts; management courses
3 Media institutions	Establishing missing institutions in support of a pluralistic media sector (research, education, associations, press councils)
4 Economic factors	Enhancing sustainability of media (circulation, printing, broadcasting capabilities, anti-monopolistic activities, media management training)
5 Legal environment	Establish and enforce media laws and regulations enabling freedom of expression and access to information; protection of journalists
6 Societal beliefs	Support activities strengthening the values of freedom and exchange, the rights and duties in democratic societies, and forms of dispute settling

1 Individual journalists - Training

Generally, journalists should have competencies in professional skills, in knowledge of the subject they cover, and particular elements in their personality. In many cases, the level of professional skills in journalism (western standards, adapted to local context) is very low among both novice and working journalists. For example, the wide array of different journalism concepts and role models stressing different foci in professional journalism is hardly known to many journalists.

Potential subjects of training

To overcome these shortcomings, specific training is primarily offered based on the needs discovered in analysis:

- Raising the level of skills in professional journalism (writing, editing, acquaintance with different formats like news, reports, comments)
- Establishing professional standards and ethics in journalism
- Defining role models and select journalism concepts (for details, see Box no.1)
- Special knowledge like business and finance, conflict dynamics, politics, environment, HIV/AIDS or sensitivity to human rights
- Knowledge of legal rights and duties
- Editorial management
- Gender (gender-sensitive language, use of non-stereotyped images of women and men in the media)

Types of training

These issues can be covered by different types of training (workshops, seminars, long-term courses and study programs, internships, training of trainers) conducted by different trainers (expat, local, or third country experts) and in different locations (in or out of the country).

Instead of presenting project examples, we summarize in Box 1 the main approaches of training and consider their respective strengths and weaknesses. This is not a final assessment, but provides some insights and practical lessons we have learned from a wide array of different examples. They should incite discussion and facilitate decisions in specific cases.

→ Training in Journalism – Strengths and weaknesses

A Training of individual journalists

A large amount of training is done for individual journalists, convening them in a special location outside their working environment, and covering specific issues. This kind of training has its

Strengths

- It can be easily conducted, has only low organizational costs (room, trainer, participants) and can be quickly implemented.
- It can be exactly tailored to the needs of participants in each and every single case.
- Usually the size of the group is small and provides a good learning atmosphere that is conducive to learning new skills and capacities.
- Multiplier effect seems easy to achieve when trained journalists work for different media, showing new skills to colleagues.

Nevertheless, it displays some serious

Weaknesses

- It does not reflect hierarchies in the media organization; thus, new styles, knowledge, capacities cannot have an effect on media output because their implementation is mostly hindered by people of higher levels in the hierarchy (editors).
- Experience from many training projects shows that very often better trained individuals do not stay within the media but change to normally better paid sectors, like PR agencies, communication departments of international NGOs or donors.
- Outcome and impact of individual training are difficult to monitor (Does the journalist apply the new skills in his/her professional life?). Thus, sustainability is questioned.

Appropriateness

- Individual training seems mostly appropriate for learning in specific themes about which the journalists write and report, e.g. acquiring knowledge in business, finance, environment etc.

B On-site training in media organization

On-site training in editorial rooms is in some cases an alternative to individual training. Training takes place in the workplace and comprises all people and hierarchical levels involved



Strengths

- It has the potential of real change in a single media (radio, TV, newspaper) as all hierarchies are included and (hopefully) get convinced.
- Thus, a positive outcome is much more likely than in individual training.

Nevertheless, it has its

Weaknesses

- This kind of training is more expensive (mainly the costs for the media itself are higher in comparison to normal training workshops, as many people are involved).
- Follow-up is more difficult, as it eats up time for the whole staff.
- Multiplier effects beyond this single media are more difficult to achieve (only if this media outlet belongs to or becomes a leading media in the country).
- Training is useless if there is a rapid turnover in staff.
- Holds the risk of failure as it focuses only on very few partners.

Appropriateness

- This kind of training is best for learning new reporting styles, ethical guidelines, different journalism concepts, as all decision-makers in the editorial staff are involved.

C Setting up training institutions

To avoid some of the risks of on-site-training, projects choose to institutionalize training by supporting training institutions that serve the whole sector. This offers obvious advantages:

Strengths

- This approach supports the whole media sector.
- Such an institution is very flexible in training content, schemes and formats.
- Networking among journalists takes place almost automatically in such an institution.
- It can also serve as a neutral platform to discuss issues of the media community.
- The local media community can develop ownership more easily than with individual courses or on-site training.

Weaknesses

- Sustainability of these training institutions is very difficult to achieve. It requires at least a favourable media environment before media owners invest in journalist training or contribute to the cost.

Sharing a common training institute between different media might be an economic alternative to funding training by individual media, or completely by participant fees.

Appropriateness

This training approach is appropriate when a great training need has been identified for the whole sector and exchange opportunities among media people need to be created.

■ General

Still, it is very difficult to assess the performance of these different approaches regarding efficiency and effectiveness. This is due to the low level of monitoring and evaluation still encountered most of the time in media assistance. Serious evaluation needs to be developed in future projects.

2 Media outlet organization

Training on organization level

The hierarchy of a media outlet's organization is very critical for its performance. Thus, it might sometimes be more appropriate to conduct training with editors, sub-editors and editors-in-chief (rather than with reporters and stringers), especially when primarily the editors decide on what is finally published by the media. Training, at least in ethics or journalism concepts, makes more sense when editors, editors-in-chief and managers are also involved. Activities might include:

- On-site training in ethics and journalism concepts for editorial teams, including editors-in-chief/owners;
- Roundtables for ethical issues with gender-sensitively selected media leaders;
- Establishment of adapted professional standards and editorial guidelines.

Support to single media outlets

- Contingent upon the analysis conducted, it might be appropriate to support single media outlets, although some caution is needed in order not to get too close to one partner. However, possible interventions are for example: Support to set up or operate single media outlets, mainly to foster external as well as internal pluralism. These might be media in remote regions or in rural areas, minority media or urban media that compensate for a former imbalance.
- Provision of material or financial assistance for infrastructure needed to ensure media independence; assistance for technical capacity (computers, software, transmitters, cameras, printing presses, paying for photo services or news wire subscriptions), and providing access to capital and loans.
- Provision of ICT for editorial offices to enlarge their scope of research potential.
- Support to «public service broadcasting» e.g. transforming former state broadcasters into «public service» broadcasters. This might be helpful in an environment where pure market-oriented, «private» free media are not willing or cannot afford to cover issues of interest for the general public or for marginalized groups (according to language, age, income).

→ Supporting single media outlets – Strengths and weaknesses

Various donors have been supporting single media organizations. There is no overall assessment of these efforts, but some remarks, derived from different projects, are worth being considered.

Strengths

- Establishing a high performance local media is not only an asset in itself, it also serves as a «leading media», a model that sets standards and influences other media to follow its quality guidelines.

Nevertheless it displays

Weaknesses

- Usually a lot of money is involved (infrastructure plus staff, etc.) that might then be lacking in other places.
- Some projects have negative side effects: huge funds have been used to ‘poach journalists from other stations’, thus doing harm to the local media community.
- Sustainability remains difficult to achieve as some of these media have been set up like «a Rolls Royce» in terms of staff, salaries, and working conditions.
- Closeness of a donor to one media outlet bears the risk of its being held responsible for the content.

A special case of supporting a single media is transforming former state broadcasters into public service broadcasters (PSBs). This has the potential of a large impact as these broadcasters reach a large audience. But it also bears political risks as governments usually lack the political will to cede control of the airwaves to the public sector. As politics still dominate the media, any political change during this transformation might jeopardize the success of the project, e.g. by changing legal conditions or by pressurizing the broadcasters’ staff.

Appropriateness

Despite the risks mentioned above, support to big electronic media seems an option at least to consider intensively. As electronic media play a major role for the general public, it is worth the effort to contribute to the establishment of a leading media that realizes the quality required in terms of impartiality, balance, diversity and transparency, from which other media organizations can learn.



3 Media institutions

Media need a wide supporting environment to fully tap their potential. This institutional environment needs support especially in economic conditions in which the media itself can hardly afford to pay for supporting services. Possible interventions are:

- Support of professional associations and trade unions
- Support of media watchdog and monitoring groups
- Support and creation of independent/self-regulatory institutions: ombudsmen, press councils, press complaints commissions, advocacy organizations, etc.
- Support to expand professional contacts and collaboration between domestic and foreign media companies and institutions
- Support to media research and media monitoring institutions

→ Establishing media monitoring/self-regulatory institutions – Strengths and weaknesses

Supporting self-regulatory institutions, professional associations, media monitoring groups and press clubs has become a widespread activity in media assistance.

Strengths

- Establishing this kind of institution means supporting the whole media sector and strengthening local media institutions in the interplay with the government and other actors.



- It avoids the risks that prevail by supporting one partner only.
- These institutions are for the benefit of all media actors.
- It doesn't require large investments, can already be achieved with smaller amounts of funding.

Weaknesses

- Outcome and impact of these institutions are difficult to assess.
- Sustainability is difficult to achieve when the media sector is still economically weak.

Appropriateness

It is particularly appropriate when a donor attaches special importance to serving the whole sector without getting close to one partner. A thorough analysis, however, is needed in order to determine which kind of institution is necessary.

4 Economic factors for the media

A proper media development is strongly contingent upon the level of economic welfare, the capacities to make use of markets, and the infrastructure and market conditions in the media sector itself. Potential interventions on this level are:

- Improving general market conditions for media
 - Anti-monopolistic activities: improve access to and ownership of means of production, printing and distribution
 - Support for better transparency of media ownership
 - Financing general infrastructure for better technical outreach, and improving distribution channels outside urban areas to reach a wider audience (without creating market distortions)
 - Training: raising the level of business management skills in media
 - Participants: managers, owners
 - Subject of training: business management, marketing, advertising, ethical guidelines

→ Working on economic factors – Strengths and weaknesses

The general economic environment of a country is normally beyond the scope of media assistance. However, there are activities in the economic sector that directly determine media's performance like anti-monopolistic efforts, media management training or supporting infrastructure for better technical outreach (new transmitter etc.).

Strengths

- Even simple measures in this sector can have large positive effects: for instance, installing a second printing machine in a country offers alternative media a chance to survive; it enlarges all media's flexibility and hinders self-censorship.
- Economic efforts strengthen media's viability in the long run, thus decreasing dependency on donor's money.

Weaknesses

- Economic measures are inclined to produce market distortions. Thorough analysis and planning are needed to avoid such counter-productive effects.
- There are hardly any «purely economic» activities. Thus, some people become empowe-

red, others disempowered. Donors and implementers should be aware of these political side-effects.

Appropriateness

Economic interventions normally serve the whole media sector. In some cases, they are of high importance as they form the basic conditions for any media development. Appropriate when a donor is ready to also shoulder the political risks.

5 Legal environment and legal reality

The media function in a legal framework which is defined by political decisions. This legal environment and the reality of law enforcement are very important aspects of media assistance.

Possible interventions are:

- Providing expertise, advocacy to improve the legal enabling environment, and legislative infrastructure (laws, media regulation) which supports public access to information, enshrines free speech and administers media rights and obligations impartially
- Contributing to the proper functioning of regulatory bodies (management, finance, organisation)
- Protection of journalists and other media actors
- Support for activities monitoring violation of rights
- Support for activities monitoring hate speech

→ Interventions in media law and legal reality – Strengths and weaknesses

Working on media law, legal reality and the protection of rights is an essential pre-condition for any media development to take place and to facilitate any success of approaches like training and capacity building.

Strengths

- In many countries (authoritarian regimes, fragile states) better laws plus protection of media’s/ journalists’ rights are absolutely essential and might be the single most important element in media assistance. It can have very strong positive effects for the whole media sector.
- International observation of incidents where journalists’ rights are violated can contribute



to protecting threatened journalists and can limit the scope of unfair or illegal attacks on the media sector.

- Effects might get stronger when activities in the legal sector are coordinated with policy dialogue on «freedom of expression» and «access to information» with the government.

Weaknesses

- Efforts in the legal sector are inclined to remain on a ‘technical’ level and thus weak if they are not combined with donors’ or implementers’ efforts on high policy level in a country.
- Media law organizations can quickly make themselves very unpopular with local governments or other influential groups because by wanting to change legal situations, they touch on very basic rules of power often based on local cultural circumstances.

Appropriateness

Is especially appropriate in cases where freedom of expression and access to information are highly restricted, and media rights frequently violated. However, a minimal political will by the government/state to respect these rights must already be in place. Approach is appropriate for institutions with legal expertise and partners with experience in the protection of rights and persons. Coordination with the dialogue on high policy level has the potential to mutually reinforce efforts on different levels.



6 Societal beliefs

Cultural values and societal beliefs are decisive factors in the political and civic culture of a country. This comprises a lot of different issues, among them the acceptance of democratic procedures, the image and acceptance of minorities in a society, the role of open dispute in the public discourse, the willingness to find a compromise, and (last but not least) the role of the media.

These deep-rooted cultural values are sometimes not conducive to a democratic society. As all media actors (journalists, chief-in-editors, owners) are also part of society, this translates directly into non-conducive conditions for free and independent media.

Interventions in this sphere can be part of media assistance, e.g. by reflecting media's own role in society, along with stereotypes about minorities/other language or ethnic groups/former enemies after violent conflict. They can be also part of activities in other sectors that might slowly change cultural values and societal beliefs, like in primary education. It is quite obvious that these are long-term activities as values change slowly if at all.

→ Working on cultural values and societal beliefs – Strengths and weaknesses

Strengths

- It is essential to at least raise the awareness of deep-rooted cultural values and their sometimes negative effects (prejudices against others) to achieve better reporting on sensitive issues. Awareness can be demonstrated more easily by concrete examples (in journalism); changes of attitude (when needed) can be worked on better in a working environment.
- The positive effects of destroying false images can be multiplied when the media avoid using, and thus reinforcing, them in their daily work.

Weaknesses

- It is a long-term intervention, with many other factors intervening.
- Quick solutions cannot be expected.
- Ethnocentrism might slow down change of attitudes.

Comprehensiveness, coherence and coordination

The above overview has highlighted some of the appropriate interventions in each of the media sector spheres. However, it is quite obvious that in many cases a comprehensive approach might be necessary, working on different spheres of the media sector at the same time. Comprehensive interventions in various entry points have the potential of being mutually reinforcing, thus enlarging potential outcome and impact. A comprehensive approach also balances the risks of failure when working only in one sphere. This kind of comprehensiveness might also be achievable by good donor coordination.

Comprehensiveness and coordination have both been already stressed in chapter 4 (guiding principles). The analysis of the different media spheres affirms the need to implement these principles.

5. Risks and Constraints

It needs to be stressed that media assistance is a very delicate task. Every intervention from outside into a sector which should generally be able to act free from governmental, political and commercial influences needs to be very well justified. Furthermore, media assistance carries various risks:

- Some media have a tendency to sensationalism, mostly in order to attract more audience or advertisements. Of course, media outlets need a certain level of market and commercial orientation, and should take into consideration that audiences also like to be entertained by the media. However, this should not prevail over the media's will to provide comprehensive, truthful information on relevant issues in a society.
- Especially in times of violent conflict, media also seem to have a tendency towards nationalist coverage and/or they are forced (sometimes by their audience) to take sides, e.g. in civil wars. Therefore we should not exaggerate our hopes that media may play a de-escalating role in ongoing conflicts. Media are social agents in their societies and might drop below the level of impartiality achieved before violent conflict started.
- Any support to independent media systems might touch the interests of powerful elites. Some media outlets or organizations are even directly abused by their owners for political or business objectives.
- In some cases, the level of press freedom might be so low and the government so restrictive that any assistance to media might only provide legitimacy to the government's propaganda machine. This aspect needs serious analysis before a decision is taken.



- Too much funding for media by donors might be seen as undesirable interference from outside, or might create artificial institutions that will hardly survive or be in the public interest.

Thus, the limits of media initiatives should also be seen clearly: They can hardly change structural factors that hinder development or conflict transformation. However, all these limiting factors notwithstanding, media assistance is a key factor for achieving transparency and accountability and is a promising entry point to encourage positive change in development and transition countries.

6. Monitoring and Evaluation

Media assistance projects shall follow the normal procedures (Logframe, project cycle) of development cooperation. Monitoring and evaluating should be in line with established procedures.

However, as media assistance is still a young field, up to now neither have the agreed international standards of evaluation been fully incorporated, nor have sector-specific indicators for outcomes and impacts been elaborated. As in other programmes with high involvement of soft factors (support to civil society, democratization

Possibilities for «simple» monitoring	
Project type	Ideas/Examples
1 Individual journalists (Training)	<ul style="list-style-type: none"> ■ Find out who is still working as a journalist (in the group of participants). ■ Get information on income level of participants. ■ Get and read some articles of the journalists on the issue of the training course published after it has taken place.
2 Organizational level of media outlets (Training, set-up)	<ul style="list-style-type: none"> ■ Check staff changes in the editorial staff. ■ Read/watch this media outlet regularly. ■ Get written editorial guidelines and other internal documentation. ■ Visit editorial conferences on a regular basis. ■ Install a readers/users focus group (same people over time) and have regular meetings in order to assess whether readers progressively see substantial changes in this media product in terms of content, balance and diversity.
3 Media institutions (set-up of new institutions)	<ul style="list-style-type: none"> ■ Install an editor-in-chief group from several media and have regular talks about the performance of old and new institutions.
4 Economic factors	<ul style="list-style-type: none"> ■ Try to get and collect data on circulation figures of various media, audience figures (even in poor countries this is sometimes done, e.g. for ads; cf. weblinks), and advertisement figures. ■ Check income level of journalists. ■ Collect anecdotal evidence about monopolies and transparency of media ownership. ■ Register changes in media ownership.
5 Legal environment	<ul style="list-style-type: none"> ■ Get reports about violation of media rights from various organizations (cf. weblinks). ■ Install a journalists group from various media organisations and have them regularly talk about the climate of journalistic freedom.
6 Societal beliefs	<ul style="list-style-type: none"> ■ Install a readers/users focus group (panel) and have discussions with them on what they liked in the media and what not, about the level of diversity, about the image of minorities, etc.

in general), international efforts are on the way to strengthening their evaluability (see links in webliography in annex).

A pre-condition for proper evaluation is to precisely define impact chains. If expected results of a project as well as outcomes and overall goals are well identified, and quantitative and qualitative indicators for all levels are specified, then monitoring and evaluation can be conducted in a systematic way that supports future learning.

However, as long as well-based indicators for outcomes and impacts are not available, agencies should at least do «some» monitoring, even if such are second or third-best options. The following overview presents some ideas on what can be easily applied and realized with simple

means, i.e. by a desk-officer, but without support from research or special consultants that are needed for ample questionnaires and structured interviews.

7. Instead of a summary: The 10 golden Don'ts

In the previous pages, we have given some advice on what can be positively done, when and why. However, for some readers it might be easier to recall the main ideas of media in development by having some basic rules on what to avoid. For such readers, we now present the following «Don'ts».

10 golden Don'ts of media assistance

1. Don't support media which
 - spread propaganda
 - have a partisan editorial policy
 - are governed by undemocratic principles.
2. Avoid artificial creations coming from overdoing your support. It will undermine the credibility of a media organization if it totally depends on a sustaining flow of money from a foreign country.
3. Don't focus just on what's wrong with the country's media; find positive incentives for action, so local people will embrace the project.
4. Don't just focus on training and ignore structural issues. Consider managerial, financial, infrastructure and market issues as well.
5. Don't force a media outlet to completely fulfil your norms (e.g. to be multiethnic); this may not be realistic and may even prove to be counterproductive.
6. Don't undermine your credibility (and that of the local media being assisted) by not practicing what you preach.
7. Don't simply transplant «western» methods.
8. Don't expect media consumers to be either more reasonable or more rational in their behaviour than in your country.
9. Avoid becoming too close to one partner.
10. Do no harm (i.e. check your unintended, but potential influence on conflicting parties).

Annex 1

Applying freedom, equality and social cohesion to various spheres of the media sector

Table 1: Ideal characteristics of media serving the public interest

Criteria Sphere	Freedom	Equality	Social cohesion
1 Individual journalists	<ul style="list-style-type: none"> ■ Freedom of expression ■ Free access to gov't information ■ Absence of censorship and intimidation 	<ul style="list-style-type: none"> ■ Objectivity in reporting: neutrality, fairness, truth, balance between views, gender sensitivity ■ Equal coverage of different people and themes 	<ul style="list-style-type: none"> ■ Observation of reigning norms on questions of morals, decency and taste
2 Media outlet organization	<ul style="list-style-type: none"> ■ Absence of undue interference from owners or politicians with editorial content ■ Absence of self-censorship ■ Relative autonomy for journalists 	<ul style="list-style-type: none"> ■ Existence of editorial guidelines to realize objectivity and equal treatment of people ■ Absence of privileges for government ■ Internal pluralism (needs to be higher in societies with low external pluralism) 	<ul style="list-style-type: none"> ■ Ensuring editorial teams pay attention to marginalized groups as a factor of social integration ■ Balanced composition of editorial staff
3 Media institutions	<ul style="list-style-type: none"> ■ Freedom to create education, training and research institutions ■ Diversity and pluralism of media outlets ■ Freedom for organizations protecting journalists and advocacy of press freedom 	<ul style="list-style-type: none"> ■ Existence of training and media research ■ Equal access to education and training ■ Equal access to media research results ■ Large diversity of institutions ■ Equal labour condition 	<ul style="list-style-type: none"> ■ Existence of ombudsmen ■ Existence of (self-) regulating bodies reviewing the media (protection of civil rights) ■ Gender equality
4 Economic factors	<ul style="list-style-type: none"> ■ Transparency regarding media ownership ■ Absence of monopolistic structures (distribution, printing) 	<ul style="list-style-type: none"> ■ Absence of corruption and clientelism ■ Absence of hidden advertisement ■ Diversity and pluralism of media ownership ■ Diversity of media outlets 	<ul style="list-style-type: none"> ■ Ensuring media consumption by disadvantaged groups and remote regions
5 Legal environment and legal reality	<ul style="list-style-type: none"> ■ Freedom of expression ■ Ensuring access to information ■ Absence of censorship ■ Freedom to create media outlets ■ Free access to licenses and frequencies 	<ul style="list-style-type: none"> ■ Equal access to gov't information ■ Non-discriminatory, non-exclusive media regulations ■ Gender equality in legislation 	<ul style="list-style-type: none"> ■ Media not undermining the forces of law and order by encouraging crime or social disorder
6 Societal beliefs	<ul style="list-style-type: none"> ■ Acknowledgment of all people's right to receive and impart information and opinions 	<ul style="list-style-type: none"> ■ Acceptance of equality for all kinds of people ■ Acceptance of exchange as a tool for finding political solutions 	<ul style="list-style-type: none"> ■ Mutual acceptance of different, sometimes conflicting views

Annex 2

Check-list for analysis of media sector and audience

1. Individual journalists	<ul style="list-style-type: none"> ■ Characteristics of journalists and reporters (number, level of education both general and journalistic, professional skills, access to employment specialisation, gender, income; social background, ethnic/cultural background) ■ Existing role models and concepts for journalists
2. Media outlet organization	<ul style="list-style-type: none"> ■ Number and character of existing media (newspaper, magazines, TV, private, public service or state) <p>Working issues</p> <ul style="list-style-type: none"> ■ Editorial work-flow, working conditions for women and men, editorial/ethical policy ■ Influence of owner ■ Independence from government ■ Autonomy of reporters/editors ■ Infrastructure (technical equipment, IT, electricity, paper) <p>Media output: quality/objectivity</p> <ul style="list-style-type: none"> ■ Range of opinions published, topics (diversity, priorities) ■ Quality of content (accuracy, impartiality and responsibility in the public interest, level of professionalism, diversity of sources, gender-balanced programming) ■ Journalism concept (appropriateness of concept, use of information sources) ■ Relevance (for elites, for poor people, for women and men)
3. Media institutions	<ul style="list-style-type: none"> ■ Existence and importance of education and training institutions ■ Existence and importance of professional associations ■ Existence of ombudsmen, press councils ■ Media research institutes ■ Performance of regulatory bodies
4. Economics	<ul style="list-style-type: none"> ■ Level of technical media infrastructure (outreach) ■ Structure of ownership (private/commercial, state/government owned, public, non-profit), media concentration, affiliation ■ Competition/monopolies in printing, distribution, advertising, etc. ■ Sources of revenue: subscription and advertisement markets, hidden advertising
5. Legal environment and legal reality	<ul style="list-style-type: none"> ■ Existence and quality of legislation on: freedom of expression, mass media, public broadcasting, regulatory bodies, licences, censorship, libel and slander, copyright etc ■ Legislation on access to information by government or other public bodies ■ Gender balance in all entities that consider media policy ■ Performance of law enforcement, judiciary system ■ Existence and activities of regulating bodies, advisory and complaints councils (accountability, appointment/constitution) ■ Government's attitude towards freedom of expression (pressure, repression) ■ Government's accountability
6. Societal beliefs	<ul style="list-style-type: none"> ■ Role of the media in society ■ Identification of taboo themes ■ Readiness for open discussion and public discourse ■ Structure of communication in society
Audience	<ul style="list-style-type: none"> ■ Size and profile of readership/audience (TV, radio, newspapers) ■ Outreach of different media to the general public and different sub-groups

Annex 3

Media assistance in a conflict environment

In countries/societies that are at risk of violent conflict or are just about to overcome it, some specific needs beyond «normal» media assistance come into focus. Usually, needs are slightly different contingent upon the phase of violent conflict. Besides the general aim of media assistance, which remains a priority also in a violent conflict environment, the aspect of preventing violent conflict gains ground.

From this point of view media should

- provide a comprehensive picture (including content dealing with conflict roots, options for conflict transformation, and including viewpoints of potential enemies)
- avoid heating up the conflict (special consideration of language use, using stereotypes, metaphors etc.).

Goals for media assistance in a conflict environment

With due consideration of the goals for media assistance, the overall goal for media assistance in conflict is:

- Prevention of violent conflict

The sub-goals can be specified as:

- People have access to independent non-partisan media, and thus to accurate and balanced reporting
- Journalists and editorial staff are protected against violation of their rights
- Public discourse is enabled, albeit in a restricted form, about root causes of the conflict and visions for conflict transformation

Analysis

Before, during and after a violent conflict situation, it has to be checked whether a special conflict analysis is needed to be done in addition to the media analysis. Especially during violent conflict, this seems indispensable. However, it should be considered that usually many actors are conducting conflict analyses and this might well be another opportunity to coordinate with partners, i.e. by utilizing media analyses already done by other donors/NGOs before commissioning a new one.

Besides the elements mentioned under media assistance, media analysis in a conflict environment should focus especially on the following issues for analysis:

- Level of hate speech
- Existence and room for balanced reporting
- Do former «independent» media now take sides? Why?
- Are there opportunities for impartial reporting?
- Are journalists' rights being violated?
- Is protection of journalists needed?

Choosing interventions

Specific needs beyond «normal» media assistance and some additional interventions come into focus.

Potentially, these are:

- Activities that prevent hate media from getting access to the public
- Protection of journalists
- Promoting background reporting and analysis
- Promoting de-escalating journalism
- Regional cooperation of media

Interventions need to be adapted to the phase of violent conflict.

Latent conflict – At-risk countries

Best is, of course, to «get in» before the conflict evolves and aim assistance at independent media that will think beyond ethnic lines and that include divergent viewpoints. Early interventions are more cost-effective and can lay the foundation for the long-term institutional development. If alternatives to conflict are discredited in the media, people are left feeling that conflict is the only feasible option.

Media assistance in g

eneral needs to focus on supporting a plurality of voices and avoiding inflammatory coverage. That especially holds true in countries at risk: Access to non-partisan news can be promoted e.g. by providing or strengthening balanced news and background programming. Minorities and/or potential conflict groups should have access to media.

Ongoing violent conflict

Naturally, needs and interventions vary according to the intensity of violence and level of conflict. In the phase of ongoing violent conflict, emphasis should be given to short-term assistance to alternative media, again by providing accurate,

non-partisan news, reports, and information that otherwise would be suppressed. A minimal service of media for the enabling of public debate, even in a restricted form, should be upheld. Societies in conflict need additional news and information about humanitarian assistance («humanitarian reporting»). Such programmes may counter false images or propaganda from biased media, thus enabling societies to subsequently deal with the past and build a common future.

Post-conflict situation

In the post-conflict situation, the goal should be – like in general media assistance – the creation of a self-sustaining independent media sector that belongs to a culture of democracy and holds accountable other centres of power. This kind of media will then also report on roots and results of conflict (conflict dynamics, war crimes), and discuss future solutions. Interventions in the post-conflict phase need to be designed in a way that facilitates a smooth transition to the long-term development of media.

It seems that the most difficult task for media is to (re-)gain credibility after violent conflict has stopped. The audience has to become convinced that new or old (former biased) media are not taking sides or delivering strategically selected messages. So donors should refrain from the temptation to force media into a special agenda. Caution has to be in place because newly opened media space can quickly be filled by media outlets that mirror political or ethnic centrifugal forces promoting conflict anew.

Media in peace-building – Need for better insights

To support media with the objective of peace-building is a very ambitious effort, and has become a widespread approach. Some agencies try to do this by special «communication» approaches with special messages to target groups (inter-ethnic understanding) that are not covered here (see chapter «Introduction»). For the effects of media assistance with regard to peace-building, further empirical research is needed to answer the question of whether and how media assistance can and has contributed to terminating violent conflict, to achieving a peace agreement, and to laying the foundations that are conducive for a constructive, non-violent



dealing with conflict. More insight in potential working mechanisms on the nexus of peace-building and media assistance is needed, for example, exploring the feasibility of «de-escalating journalism» in a post-conflict environment and its impact on public discourse in the society at large, or analyzing the effects of collaboration of journalists from former enemy parties.

Annex 4

Glossary

Media	are seen as a social agent or organization (with all its own personal and institutional interests), not just as a technical channel. If we speak of radio we think of the editorial staff, the radio owners and radio laws.
Media institutions	are the institutions «around» the media, serving the whole sector – these are training institutes for journalists, media workers associations, as well as press councils, regulatory bodies, and research institutes.
Media outlets	are the single media enterprise, the TV channel, radio station or weekly printed magazine.
Media organization	refers to the organizational structure of a single media enterprise. The organization determines to a large extent the roles, responsibilities and thus opportunities of the people working there. For instance, a single reporter in a typically American/British newspaper has far less autonomy than in a typical Swiss/German newspaper.
Media channel	refers to the «technical» side of media and communication. A channel is a technical tool to get messages across from senders to receivers, like radio waves, satellite signals or video tapes.
Journalism concepts	<p>In the practice of western journalism, there are a lot of different concepts of journalism that match the main standards (accuracy, veracity, comprehensiveness, balance) but have a specific focus. These concepts are:</p> <ul style="list-style-type: none">■ Objective reporting■ Analytical journalism■ Investigative journalism■ Public journalism■ Advocacy journalism

Annex 5 Webliography

Many organisations and institutions are working in the field of media and development. The following list is neither comprehensive nor set by priorities. It should only enable the reader to find further information on specific issues mentioned or those working in specific regions.

Protection of journalists and their rights

International Federation of Journalists	www.ifj.org
Committee to Protect Journalists	www.cpj.org
Article XIX	www.article19.org
International Freedom of Expression Exchange	www.ifex.org
Reporters sans frontières	www.rsf.org
Freedom House (Freedom of the Press)	www.freedomhouse.org

Media Law

OSCE, Freedom of the Media	www.osce.org/fom/
Council of Europe, Media	www.coe.int/T/E/Human_Rights/media/
IREX: Media Sustainability Index	www.irex.org/media/index.asp

Information Providers

Communication Initiative	www.comminit.com
World Association of Newspapers	www.wan-press.org

Networks

Global Forum for Media Development	www.gfmd.info
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Media Research

Audience Dialogue	www.audiencedialogue.org
InterMedia	www.intermedia.org
Institute of Applied Media Studies, Switzerland	www.iam.zhwin.ch
Programme in Comparative Media Law & Policy, University of Oxford	http://pcmlp.socleg.ox.ac.uk/

Community Radio

World Association of Community Radios	www.amarc.org/
FAO: La onda rural	www.fao.org/sd/dim_kn1/

Projects and Programmes

Swiss implementers

Fondation Hironnelle, Lausanne	www.hirondelle.org
Medienhilfe, Zürich	www.medienhilfe.ch
Cimera, Geneva	www.cimera.org

International implementers

Internews	www.internews.org
Institute for War and Peace Reporting, London	www.iwpr.net
Panos Institute Network	www.panos.org.uk/about/worldwide.asp
Friedrich Ebert Foundation, Media	www.fesmedia.org.na/
Institute for Media, Policy and Civil Society	www.impacs.org
BBC World Service Trust, Media	www.bbc.co.uk/worldservice/trust

World Association of Christian Communication	www.wacc.org.uk/
UNESCO – Communication and Information	http://portal.unesco.org/ci/
Media Development Loan Fund	www.mdlf.org
Special Donors	
John S. and James L. Knight Foundation	www.knightfdn.org
Open Society	www.soros.org/initiatives
Ford Foundation	www.fordfound.org
Thomson Foundation	www.thomsonfoundation.org.uk
National Endowment for Democracy	www.ned.org
Southern African Media Development Fund	www.samdef.com
Regional perspective	
Latin America	
Instituto Prensa y Sociedad, Peru	www.ipys.org
Centro Internacional de Estudios Superiores de Comunicación para América Latina, Ecuador	www.ciespal.net/
Fundación Nueve Periodismo Iberoamericano	www.fnpi.org
Asociación Mexicana de Intelectuales de la Comunicación, Mexiko	www.amicmexico.org
Asociación Latinoamericana de Investigadores de la Comunicación	www.laica.net
Federación latinoamericana de facultades de comunicación social	www.felafacs.org
Organización de los Estados Americanos (OEA), Comisión Interamericana de Derechos Humanos (CIDH), libertad de expresión	www.cidh.org/relatoria/
International Development Research Center, Canada, (Evaluation ICTs)	www.idrc.ca
Africa anglophone	
Media Institute of Southern Africa	www.misa.org
Southern Africa Media and Gender Institute	www.samgi.org.za
Media Monitoring Project Zimbabwe	www.mmpz.org.zw
Freedom of Expression Institute, South Africa (Media and ICT)	www.fxio.org.za
Pambazuka News, Weekly forum	www.pambazuka.org
For social justice in Africa	www.zimonline.co.za
Zimbabwe online	
Africa francophone	
Panos West Africa	www.panos-ao.org
Media Foundation for West Africa	www.mfwaonline.org
African Press Network for the 21st century	www.rap21.org
Organisation des Médias d’Afrique Centrale	www.omac-afrique.org

Middle East, Northern Africa

Miftah, The Palestinian initiative for the
Promotion of global dialogue and
Democracy, Jerusalem

www.miftah.org

Keshev, The Center for the Protection of
Democracy in Israel, Jerusalem

<http://keshev.org.il>

Arab Press Freedom Watch, London

www.apfw.org

Asia

Asia Media Forum

www.asiamediaforum.org

Asia Media, UCLA Department of
Communication Studies, Los Angeles

www.asiamedia.ucla.edu

The Hoot, Watching Media in the
Subcontinent, India

www.thehoot.org

South East Asian Press Alliance, Thailand

www.seapabkk.org

Asia-Pacific Institute for
Broadcasting Development (AIBD)

Kuala Lumpur/Malaysia

www.aibd.org.my/

Philippine Centre for Investigative Journalism

www.pcij.org

Eastern Europe

Centre for Journalism in

Extreme Situations, Russia

www.cjes.ru

Moscow Media Law and Policy Institute

www.medialaw.ru/e_pages/eipip.htm

Caucasus Media Institute, Yerevan

www.caucasusmedia.org

Eurasia Net, Central Asia, Caucasus News

www.eurasianet.org

South-East European Network

for the Professionalization of the Media

www.seenpm.org/

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