No news is bad news.

Strategic Partnership **Annual Report 2016**

European Journalism Centre

Ministry of Foreign Affairs

FREE PRESS UNLIMITED

People deserve to know

Colophon

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IATI identifier Free Press Unlimited: NL-KVK-52957535
IATI identifier European Journalism Centre: NL-KVK-41078390

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Free Press Unlimited raises public accountability of powerholders and politicians through strengthening the capacity of media partners in Central America to do investigative reporting and by facilitating them with coaching and stimulating innovation.

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Fact Sheet No News is Bad News programme 2016-2020

Consortium Members

Free Press Unlimited (lead organisation)
European Journalism Centre

Theory of Change

The existence of an enabling environment is a precondition for civil society organisations to perform their role as advocates for inclusive and sustainable growth and development. Access to information, independent media, and freedom of expression should therefore be an integral part of any development policy that aims to foster the strength of civil society and increase people's participation in achieving poverty reduction and more equitable societies.

The long-term outcome of the five-year program for the coming years is:
Media and journalists, as independent players in civil society, constitute a diverse and professional information landscape and function as catalysts for change

This long-term outcome will be achieved by three intermediate outcomes:

1. Establishing an enabling environment for the media, conducive to freedom of expression
2. Media serving the interests of the public and acting as a watchdog on their behalf
3. Journalists and media actors working professionally, effectively and sustainably

Strategy

Key actors across civil society, government and the public sector stakeholders will have to engage strategically to realize these outcomes. Media play a crucial role in inclusive and sustainable growth and development, linking grass-roots civil society concerns to national and global policy levels. Free Press Unlimited and the European Journalism Centre, together with the Ministry, supported media in functioning as change catalysts in the following countries in 2016:

Bangladesh	Kenya
Bolivia	Mali
Burundi	Nepal
Central America*	Nigeria
Central African Republic	Pakistan
Democratic Republic of Congo	Somalia/Somaliland
Indonesia	Tanzania
Iraq	Zimbabwe

* Central America: El Salvador, Guatemala, Honduras and Nicaragua

International program

Lobby and advocacy efforts are more effective when international diplomatic and media pressure is applied to improve and change behaviour and enabling environment. Global networks of peer organizations help to leverage learning, research and development efforts by other actors. Coordination fosters collective attention to issues and especially help and improve harmonization of intervention efforts and aid effectiveness.

Total budget for 2016: €6.410.250

Radio Maigaro DJ Brino Demakilo. Bouar, Central African Republic © Jeppe Schilder

1. Management Summary

2016 has seen the start of the No News is Bad News programme of the Strategic Partnership between Free Press Unlimited, the European Journalism Centre and the Netherlands Ministry of Foreign Affairs. The programme launched with baseline evaluations in 13 countries. The baseline workshops in 2016 were of themselves a capacity strengthening activity. The Theory of Change (ToC) of the No News is Bad News programme was discussed with and has been validated by Free Press Unlimited and the European Journalism Centre partners (the Consortium). The content of the ToC led to a thorough assessment and reflection on advocacy roles and capacities, options for cooperation between media and CSOs and contextual analyses of the different media landscapes and relevant stakeholders.

The programme commenced with a thorough process of partner identification missions and baseline evaluation workshops to create the foundation for a strong multi-year programme. The country programmes focus on all three intermediate outcomes. However, there are fewer partners and countries active on intermediate outcome 1 in comparison to 2 and 3. One reason for this is that the focus on the enabling environment is more challenging in fragile and post-conflict countries[1]. Another reason is that working on this outcome area on country level is relatively new for the partners of the Consortium and requires extra efforts in capacity strengthening.

The safety situation for journalists continues to worsen and the enabling environment for civil society is shrinking. Despite all the adversity and financial and economic uncertainty, the massive commitment and professionalism of partners is remarkable and deserves to be mentioned here. A lot of partners are involved in investigative journalism, a specialism not without its risks. The Consortium members are proud to say that five of their partners were also part of the international Panama Papers investigation (which recently received the Pulitzer Prize). Safety of journalists both local, national and international, will continue to be a big part of the lobby and advocacy strategy of the No News is Bad News programme.

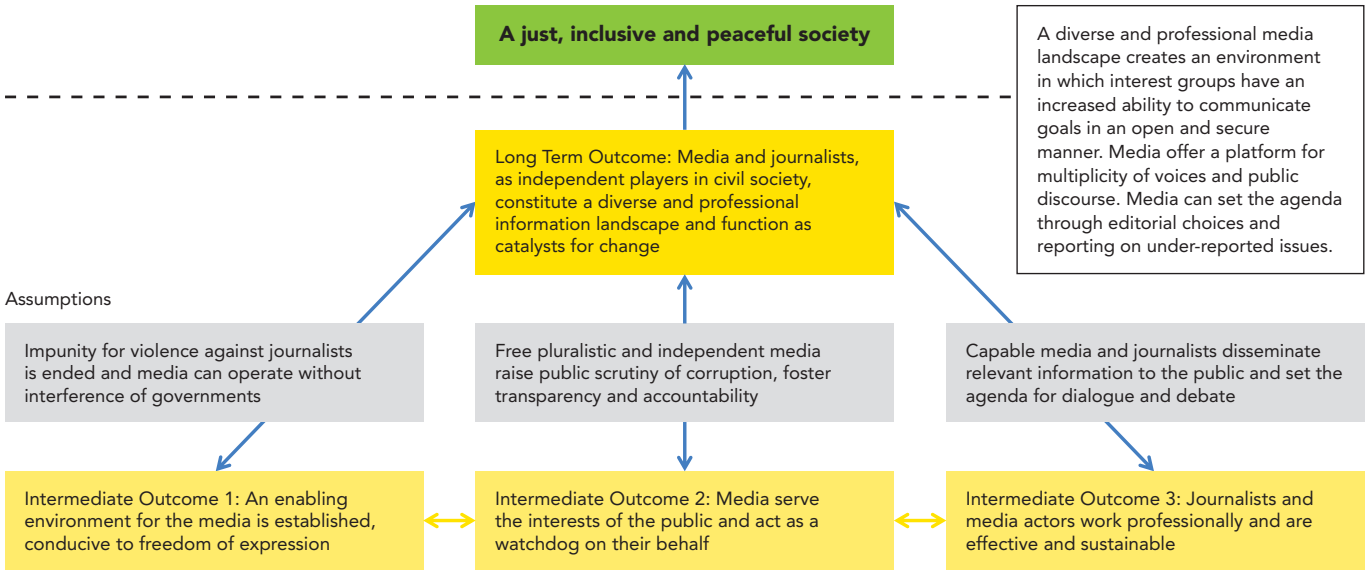
The international programme also supported international advocacy on Sustainable Development Goal 16.10 (Journalist Safety and Access to Information) and journalist safety through international networks and at UNESCO. The programme was involved in the Universal Periodic Review of two countries. Fifty journalists received support through the Reporters Respond fund, and provision and promotion of secure communication was facilitated through the NetAidKit project.

This report is a synthesis of what has been quarterly reported in IATI. It highlights the main achievements of 2016 in the first year of the No News is Bad News (NNIBN) programme in 2016. The financial report will be sent together with the annual report.

The annual report covers the eight questions to be answered according to the reporting guidelines of the Dutch Ministry of Foreign Affairs. Chapters 2 and 4 cover the theory of change, assumptions, substantial problems in implementation and lessons learned. Chapter 3 discusses the enabling environment and larger context. The milestones are discussed in chapter 4 and chapter 5 covers the cooperation with partners, ownership and added value of the Strategic Partnership. Finally, chapter 6 discusses how the NNIBN programme is addressing inequality and gender equality.

"Despite the Bolivian government campaign against independent media and absence of journalism schools, there is still good journalism produced and a demand for it. Under the most difficult circumstances people continue with what they believe in. They do not give up, are resilient and stand for what they believe in. This spirit is also still present in the people who despite the circumstances want to become journalists." – European Journalism Centre Bolivian project partner Asociación de Periodistas de La Paz

2. Introduction: The No News is Bad News Theory of Change in 2016



The ToC has been validated in the partner countries and forms the backbone of the country programmes that were implemented and developed in 2016. As a result, new partners have been identified for their lobby and advocacy skills. In fragile and post-conflict contexts, lobby and advocacy activities predominantly focus on journalist safety and less on the wider legal and regulatory framework. The focus on cooperation or collaboration between media and CSO raised the discussion about the difference in professional roles in journalism and advocacy and the wish not to mix them up. These issues need to be monitored continuously but at this stage do not warrant a change in the ToC.

After the baseline workshop, some partners were left with the impression that they each had to work in all outcome areas on all indicators. Follow-up strategic discussions with partners in Nepal and Bangladesh helped to clear this up.

An interesting learning question identified by Programme Cordinators of the Consortium is how to connect themes and learn from one partner to the other how publication of investigative stories have an impact in society. And how these stories used as leverage by civil society, also for purposes of financial sustainability of media outlets. This will be further explored in 2017.

Finally, while the ToC has been applied to countries, the shift from a country to a regional approach in Central America did not pose a problem for the application of the ToC and may deliver interesting insights for the future.

3. Enabling environment and broader context

In recent years, there has been a decline in the safety of journalists worldwide[2]. All relevant indicators note this trend[3]. Evidence of situations in war-torn societies indicates that journalists are increasingly becoming targets of belligerent factions and (government) militias as shown by the numbers of journalists killed, unlawfully detained, physically harmed, abused and threatened[4]. The safety of reporters and partners is a cross-the-board priority throughout the NNIBN programme. Civic space continues to be under pressure in the majority of countries in the world as Civicus recently reported[5], including in the NNIBN countries in 2016. In many of the countries where the programme is implemented, country-specific developments have negatively affected the programme.

Direct violence against journalists and human rights defenders is increasing: Reporters without Borders informs that 74 journalists worldwide were killed in 2016. In the CAR, reporting on atrocities committed by diverse armed rebel groups is extremely dangerous and several journalists from upcountry community radio stations were obliged to escape to safer Bangui. In Iraq the media landscape became even more dangerous (7 killed in 2016, a total of 486 killed since 2003), specially in cities like Mosul, where the security situation for journalists became much worse. Although in Mali freedom of speech is an overall respected right, the media landscape has seen the impact of the civil war that is ongoing since 2012, especially in the northern parts of the country, where journalists and media organisations have been suffering under the presence of radical Islamic fighters. The Association of Journalists of Indonesia has seen an increase in incidents of attacks on journalists in 2016. Violence against bloggers continued to increase in Pakistan and albeit to a lesser extent as compared to previous years, in Bangladesh.

The widespread intimidation of journalists is particularly affecting female journalists. In Burundi, women journalists have chosen to protect their families and leave their profession. In Iraq, sexual harassment and intimidation of female journalists prevents women to enter the journalist profession. Due to the rise in dangerous investigative journalism assignments, the media landscape has become even more masculine in Central America, making it even more difficult for women to enter the profession as investigayive journalist.

In various countries, censorship is increasing. In Indonesia, foreign journalists have been denied access to the conflict area of Papua. In Kenya, Bolivia, Tanzania and Guatemala governments control critical media by withholding advertising contracts. The Bolivian government started an open war on critical voices distributing a documentary called "the *'Cartel of Liars'*", attacking five independent news media, impacting on the work of colleagues of local NNIBN partners[6]. In Bangladesh and Indonesia, defamation laws and growing religious conservatism have increased self-censorship. In Tanzania a high profile human rights defender - and close ally of the local NNIBN partner - was arrested after reportedly not disclosing the identities of contributors to a famous blog site. In Somalia attacks, threats and other forms of harassment pushed journalists and media workers to self-censor themselves on issues such as human rights, elections, corruption, emergencies and public demonstrations.

In Bangladesh, Bolivia and Nepal registration procedures for non-governmental organisations and financial transactions have become tighter. This caused delays in some parts of the programme in Nepal. The closure of the Maison de la Presse in the CAR left five media support organisations without an office and was a great

setback for the media[7]. In the Democratic Republic of Congo (DRC), Kenya, Nigeria and Tanzania, media freedom is under threat due to various changes to or attempts at changing laws governing the media, cyberspace and access to information.

Economic disruptions impacted programs in Nepal, power-cuts affected distribution of content of partners.

And in Zimbabwe, the economic crisis is affecting the media and jobs of journalists due to a downturn in advertising. A price hike in data is affecting the distribution online journalism, especially audiovisual productions. Because of the economic crisis in Zimbabwe, many journalists leave the country. And those who stay face harassment by state authorities and arbitrary arrest.

Freedom of the Press Ratings No News is Bad News countries

Country	2017	2016	Freedom rating 2017 (0=best,100=worst)
Bangladesh	62	61	not free: worsening
Bolivia	53	49	partly free: worsening
Burundi	85	80	not free: worsening
Central America*	41/58/66/55	39/58/67/54	partly free/not free: w/nc/i/w
CAR	71	71	not free: no change
DRC	82	78	not free: worsening
Indonesia	49	49	partly free: no change
Iraq	71	71	not free: no change
Kenya	58	58	partly free: no change
Mali	37	37	partly free: no change
Nepal	52	54	partly free: improving
Nigeria	51	51	partly free: no change
Pakistan	65	64	not free: worsening
Somalia/Somaliland	79/53	79/54	not free/partly free: no change/improving
Tanzania	58	55	partly free: worsening
Zimbabwe	74	74	not free: no change

* Central America: El Salvador/Guatemala/Honduras/Nicaragua

source: Freedom of the Press 2017, Freedom House

Renowned Pakistani journalist Hamid Mir has received the Free Press Unlimited Most Resilient Journalism prize at the Free Press Live 2016 event on November 2nd. In Pakistan, this raised awareness raising on the topic of impunity in Pakistan on social media attention and a ceremony for Hamid Mir was organised by local Press Councils. © Free Press Unlimited

No News is Bad News - Indicator list	
Intermediate Outcome 1: An enabling environment for the media is established, conducive to freedom of expression, pluralism and diversity	
1.a.	CSOs support and defend the enabling environment for Media as a condition for L&A
2.a.	CSO's lobby and advocate actively for journalist safety
3.a.	Relevant policy makers and legislators establish legal and regulatory frameworks
Intermediate Outcome 2: Media serve the interests of the public and act as a watchdog on their behalf	
4.a.	Media and CSOs relate strategically to achieve common goals in Lobby and Advocacy
5.a.	Media hold power-holders to account
5.b.	Media are accountable to their publics and address and investigate relevant themes and topics
6.a.	Media produce and transmit content that is gender-sensitive, inclusive, reflects social & cultural diversity and facilitates participation
Intermediate Outcome 3: Journalists and media actors work professionally and are effective and sustainable	
7.a.	Media use the skills to work as change catalysts in Lobby and Advocacy
8.a.	Media operate as efficient and self-sustaining organizations
8.b.	Media deal effectively with safety and security threats (physical, digital, psycho-social, legal)
9.a.	Media implement policies and actions to foster gender equality in their organizations

No News is Bad News Indicators											
Intermediate Outcomes	**IO1**			**IO2**				**IO3**			
Country/ indicator	**1**	**2**	**3**	**4**	**5a**	**5b**	**6**	**7**	**8a**	**8b**	**9**
Bangladesh											
Bolivia											
Burundi											
CAR											
Central America											
DRC											
Indonesia											
Iraq											
Kenya											
Mali											
Nepal											
Nigeria											
Pakistan											
Somalia											
Tanzania											
Zimbabwe											
Total # of counties per indicator	**9**	**6**	**7**	**12**	**10**	**11**	**12**	**11**	**11**	**11**	**8**

4. Key results in lobbying and advocacy and capacity development

4.1 Intermediate Outcome 1: An enabling environment for the media is established, conducive to freedom of expression, pluralism and diversity

In 2016, Free Press Unlimited, the European Journalism Centre (the Consortium) and local partners were active in 11 countries on intermediate outcome 1. As 2016 was a start-up year, a lot of efforts were focused on identifying partners and developing joint strategies. Both in countries with existing partners, such as Mali and Somalia, and in new countries and regions such as Nigeria and Central America. In several countries, partners organised meetings and activities around World Press Freedom Day. To elevate the status of and respect for journalists, partners in the DRC, Somalia and the CAR started (working towards) issuing press cards. In Indonesia, the first home-grown Indonesia-wide press freedom index was taken up by the Indonesian government as one of the indicators for economic development planning decisions in Indonesian regions.

Lobby and advocacy activities aimed specifically at journalist safety and impunity were implemented in six countries (Nepal, the CAR, the DRC, Pakistan, Indonesia, Iraq). In Pakistan, for instance, this included tracking and bringing attention to attacks on journalists and preparing for the Universal Periodic Review of Pakistan in 2017. Partners in Nepal brought international attention to the lack of media freedom and to the issue of impunity for violence against journalists, which brought a first conviction in early 2017 in the high-profile murder case of Uma Singh. For the Universal Periodic Review of Zimbabwe in November 2016, Free Press Unlimited and the European Journalism Centre prepared a submission to the Dutch delegation at the Permanent Representation in Geneva with inputs from partners in Zimbabwe.

Strategic cooperation and attempts to influence regulatory frameworks took place in seven countries. This was successful for example in Bangladesh (more licences for community radio stations and legislation that allows for advertising), Bolivia (development of an accredited nationwide curriculum for media literacy), but unsuccessful in Tanzania where the legislature adopted the Media Services Act, widely criticised for its negative impact on press freedom. Lobby and advocacy aimed at journalist safety and supporting the media landscape in Burundi was initiated and organised by Free Press Unlimited and focused on coordinating dialogue between media support organisations and lobby in Brussels to EU representatives.

Lessons learned

Several lessons can be drawn from the experiences of the baseline workshops, partner identifications missions and programme implementation in 2016. First, partners understandably prioritize journalists' safety, peace and conflict resolution and capacity strengthening over advocacy on improving the legal and regulatory framework. In fragile states authorities tend to be less receptive to lobby and advocacy campaigning on the legal framework for media because they are preoccupied with restoring law and order and constitutional reforms. This was implicitly foreseen in the development of the ToC but not always clearly conveyed. Second, partners in fragile and post-conflict contexts often lack the knowledge and the professional capacity to work as advocacy actors. It is the task of the Consortium to address this lack of capacity. Third, when local partners do not have the political space or capacity to engage in advocacy activities, Free Press Unlimited, the European Journalism Centre and the Dutch Ministry of Foreign Affairs should consider taking the initiative where this is warranted.

Free Press Unlimited is working with journalist and media house associations in Somalia to establish professional codes of conduct to guide journalists in their practice. © Free Press Unlimited

4.2 Intermediate Outcome 2: Media serve the interests of the public and act as a watchdog on their behalf

In 2016, the Consortium and partners were active in all countries on intermediate outcome 2 and focused on establishing relationships between media and CSOs and identifying and developing joint strategies in the vast majority of countries (even across countries in Central America)[8]. A common thread in all the country programmes was trust building, especially in fragile and post-conflict contexts. In Burundi, this proved difficult given the fragmented relationships in civil society. As in other countries, in Mali and Somalia, the baseline workshops proved instrumental in fostering mutual respect and trust and establishing relationships. In November 2016 for example, in Somaliland, the first ever media summit was organised by media and CSO partners and was attended and addressed by the president of Somaliland. European Journalism Centre partners incorporated and emphasised cooperation with CSOs in their daily practice through their journalism training programmes, competitive investigative journalism funds and content production[9].

The Strategic Partnership took off in seven countries with a strong focus on investigative journalism and strengthening capacities. In five countries (Nepal, Bolivia, Central America, Kenya, the DRC), partners disbursed grants for investigative reports or produced investigative stories themselves. Investigative journalism fellowships in Indonesia laid the groundwork for breaking investigative stories published at the end of 2016 and the start of 2017. A story on undocumented Indonesian fishermen aboard Taiwanese vessels forced the foreign ministries of both countries to deal with the issue and raised the attention of foreign embassies and the International Organisation for Migration. Following on from the logic of the ToC, the story was researched in close collaboration with local NGO Migrant Care. In Nigeria and Pakistan, partners have been identified who will work on investigative journalism and journalist safety.

In Zimbabwe, citizen journalists address issues of public service delivery failure. In Central America, Kenya and the DRC, partners have sought active engagement with their audiences through meet-ups, dialogue on the radio and through audience research.

Partners in most of the Strategic Partnership countries pay attention to youth issues and gender sensitive content production, gender equality in news production and reporting or gender content monitoring. In Nepal, weekly content monitoring resulted in fruitful and at times intense debates with the media houses that were monitored. In Pakistan, the DRC and Iraq, partners with a strong track record on gender-sensitive reporting and gender-sensitive-hiring practices were identified. In Kenya and Zimbabwe, there is specific attention for gender both in content production, hiring of stringers and through monitoring of training material. And in Bolivia, a partner offers a 3-month Gender in Media certificate MA programme.

Lessons learned
Relationship-building is a common characteristic in most of the countries and has led to unexpected results such as the media summit in Somaliland and joint proposal writing by partners who entered into collaboration after the baseline workshop. The programme has already positively contributed to the watchdog role of the media in the four Central American countries because of an investigative journalism fund. From a professional and ethical point of view, it took a while for the partner in Bolivia to adapt to the relatively new idea of giving funding through an investigative journalism fund[10]. While the crisis in the media is a global phenomenon, it can be readily assumed that partners will have reservations in terms of the ethics of awarding grants and concerns about the quality, editorial independence and corruptible incentives aspects of giving money to media. While the partners are not required to work on all of the indicators, the European Journalism Centre did incorporate indicators on gender-sensitive reporting, using CSOs as sources and impact tracing in the application procedure for investigative journalism grants and competitions (in Kenya and Bolivia), thereby integrating part of the ToC in their practice. Through an audience research in Kenya, it was established that the investigative journalism contest has created an engagement with audience which will make it interesting to see if a change will occur in attitude towards the value of investigative journalism in Kenya in future audience surveys.

4.3 Intermediate Outcome 3: Journalists and media actors work professionally and are effective and sustainable

Capacity strengthening of journalists and media took place in almost all countries in the NNIBN programme. A variety of trainings were held that aimed to strengthen the role of journalists and media to scrutinize government accountability through investigative and data journalism training and training on access to information. Scoping missions were conducted in Iraq and Pakistan, and focused on citizen journalism training in Pakistan to identify media dark areas where there is little to no media coverage. Also in Pakistan, a centre for investigative journalism was established, as well as an editorial board and a training curriculum. In Central America, the groundwork was laid for peer-to-peer training in 2017 to raise the quality of journalism and business development to enhance the financial sustainability. Journalists from Guatemala and El Salvador will train journalists from Honduras (and together they will train youth). In Bangladesh, Nepal and Zimbabwe, partners focused on (laying the foundations for) training women journalists inter alia through fellowships.

As reported in IATI, training on safety and addressing the theme in the country programmes took place in eleven countries. In Tanzania, it was important to focus on understanding the implications of the new laws for the work and safety of journalists. Freelance journalists reporting on the siege of Mosul, Iraq, were trained in physical safety. This enabled one journalist to save the life of a wounded colonel. Journalists have been trained or programmes have been set up, predominantly on physical and digital security, so journalists can keep themselves safe. Fifty journalists received support through Reporters Respond, two of them reporting on Mosul. In Zimbabwe, citizen journalists and professional journalists are also trained in both digital as well as physical safety. By concentrating on human interest stories and staying close to topics citizen reporters are familiar with, the partner is trying to diminish the threat citizen journalists may face. The same caution is applied in Kenya, and in Bolivia where digital security and safety are embedded across courses and Masters programmes of the local partner.

Part of this outcome, includes integrating gender equality in partner organisations and projects. Discussing and raising the issue of gender equality policies at partner organisations and in the media sector took place in eight countries and was addressed during

Tribal News Network and Free Press Unlimited are working towards improving participation of women in the media and producing gender-sensitive content.

all the baseline workshops. One of the media outlets in Khyber Pakhtunkhwa province can be deemed an impact story in itself, given the focus the partner places on women and transgender issues in one of the most conservative parts of Pakistan, and its practice of training and hiring female reporters. In paragraph 6.2 the focus on gender in the NNIBN is further elaborated.

Lessons learned

With regard to training, the experience in Burundi has taught that no matter the number of professional training journalist have received in the past, war trauma and polarisation impact strongly on journalists objectivity or independence. Partners sometimes reacted hesitantly at first to a description of journalists and media 'as change catalysts in Lobby and Advocacy' as it was phrased in the indicator framework. However, most have no problem with identifying themselves as agenda setters and their potential as change agent. In a number of countries, the focus on gender equality at partner organisations brought discussions and some partners reacted reserved. From the outset it has been made explicit that gender equality at the partner organisation is a returning topic in conversations which can determine the relationship.

The baseline workshops have been important spaces for capacity development by setting the stage for lobby and advocacy as one of the strategies in the NNIBN programme. The emphasis that has been made on cooperation among media organisations and between media organisations and civil society did not fall on def ears.

During the workshops participants also learned to manage concrete instruments that enable the work of the media for L&A such as Stakeholderanalysis and the Gender Media Content Monitoring instrument. Implementation of those tools has started in several countries (Somalia, Central America, Nepal, Mali). Main focus within Capacity Development within the regular program, was on creating the preconditions for media to hold powerholders to account (citizen journalism, investigative journalism) and on sustainable and professional media (digital and phisical safety, financial sustainability).
For the development of specific capacities for Lobby & Advocacy, the Baseline Workshops have identified the gaps and learning needs, which are the biggest in improving the Enabling Environment. In 2017 the program will focus on development of these capacity development strategies.

5. Cooperation with partners

5.1 Cooperation and relationship-building

In 2016, Free Press Unlimited held her biennial partners satisfaction survey, the outcome of which *inter alia* prioritises capacity strengthening and development of joint strategies[11]. The Strategic Partnership addresses these issues through capacity strengthening activities, by bringing partners together and by sharing knowledge and lessons learned through the monitoring and evaluation for accountability and learning (MEAL) system. Identifying lobby and advocacy priorities requires an investment in relationships. Especially in fragile contexts, partners have to feel confident and learn to trust each other and build relationships. Free Press Unlimited and the European Journalism Centre have shown themselves to be committed partners and capable of brokering relationships between partners (e.g. in Somalia and Mali). When partners or under violent attack or find themselves in exile and in psychological need because of the danger of their occupation, their stress and suffering can have an impact on staff members of the Consortium as well.

Both organisations are increasingly seen as strategic partners for lobby and advocacy and work on an equal footing with partners in Bolivia, Bangladesh, Indonesia, Kenya and Zimbabwe. In the latter, the European Journalism Centre partner The Source went into a 6-month period of "low hum", after MFS II finished and before NNIBN started. There is a strong sense of admiration that partners stay motivated to do their jobs; most of them are highly talented and could find better remuneration outside Zimbabwe. In Tanzania, the relationship between the European Journalism Centre and their local partner is project-based rather than strategic. This works best for both sides. Partners in Pakistan appreciate the coaching and mentoring in journalism skills. In Zimbabwe, Free Press Unlimited is working with a Malaysian consultant to help develop the sustainability of partners and their business plan.

'Personally investing in the relationship is important and pays off. I can give compliments but can also be very strict and unforgiving. [...]. This is also part of the theory of change: how to invest in the strategic relationship in terms of vision, mission, organisation, finance. During the baseline workshop, we took one day per partner to discuss strategy on all levels. You brainstorm together and identify where you want to go. You should contribute to real joint ownership to ensure change. Try to see it from their point of view: why try if your counterpart is not willing to invest? You want partners who can make a difference. That requires a lot of flexibility and the ability to adapt from both sides. A learning organisation is not afraid to adapt, to reflect, to make unpopular choices.' - Free Press Unlimited Programme Coordinator

5.2 Ownership

Partners initiate their own ideas and work together with the Consortium to convert them into projects and programs. Both organisations do not have local offices. All projects are implemented by local partners with external advice and coaching from Free Press Unlimited and the European Journalism Centre. Ownership and the sense of developing a joint programme followed on from the baseline workshops but also predated the baseline evaluation period from the time when Free Press Unlimited and European Journalism Centre held their partner conferences to introduce the Strategic Partnerships in November 2015 and March 2016 respectively. In Pakistan, where Free Press Unlimited is actively sought as lobby and advocacy partner, there is a strong sense of ownership of the NNIBN programme.

Bolivian partner Fundación para el Periodismo has successfully advocated for establishing a media literacy curriculum in the national education system. © FPP

5.3 Added value of Free Press Unlimited and the European Journalism Centre

Innovation
Throughout 2016, it became increasingly clear that Free Press Unlimited and European Journalism Centre are introducing new, innovative and distinguishing models and media formats within the context of the partner countries. This is for instance exemplified by the investigative journalism fellowships in Indonesia and the investigative journalism Spotlight fund in Bolivia. Together with partners, new avenues and niches within the context of the partner countries have been explored such as employability of women journalists. The Consortium also bring technologies and platforms that help partners to communicate securely or publish news stories to a wide audience in a secure manner. Facilitating accountability with the Stories to Tell method and measuring impact using the Stories to Learn is widely appreciated by partners and has created added value for Free Press Unlimited and the partners.

Knowledge and expertise
The establishing of regional relationships between partners in Central America and between partners in Bangladesh, Indonesia and Nepal brings focus to the programmes and foster South-South knowledge exchange. A partner in Kenya has shared its investigative journalism competition format with a partner in Bolivia and both Free Press Unlimited and the European Journalism Centre connect partners with international experts to help them become more financially sustainable organisations. And among each other, both strategic partners share trainers, expertise and curricula.

Lobby and advocacy
The baseline workshops have been important spaces for capacity development. In the first place to raise awareness for the need for lobby and advocacy for an enabling environment. But also for the need for media and civil society organisations to work together. The NNIBN programme has brought partners together who have started to cooperate for the first time on issues of joint concern, helping to bring down barriers of lack

Iraqi partner Metrography and Free Press Unlimited promote women rights, campaign to give women a louder voice in the media and develop activities to promote women leadership in the media. © Jodi Hilton

of trust like has happened in Somalia and Mali. The focus on advocacy has helped to spur developments in Nepal regarding the issue of impunity for crimes against journalists. And through the international programme, Free Press Unlimited helps to connect local issues to the global stage through the UPR process, awarding journalists for their courage and resilience through the November 2nd event on the International Day to End Impunity or by bringing cases to UNESCO.

Cross-cutting themes

The focus on gender and safety has led to a consistent focus across the NNIBN programme in the partner countries. Partners have started implementing the Gender Media Content Monitoring instrument in Somalia, Central America, Nepal and Mali. And safety has been mainstreamed in most journalism training courses and advocacy activities if partners.

5.4 Added value of the partnership with the Dutch Ministry of Foreign Affairs

The embassies play an important role in the country programmes. Several embassies invited Free Press Unlimited and the European Journalism Centre staff to actively participate in national dialogues and a number of them have actively participated in the baseline workshops. Embassies have been in close contact during the preparation of baselines and afterwards and have invited partners to the embassy. The presentation of the country plans for 2017 increased contacts between the Ministry, embassies and Programme Coordinators of the Consortium, which is needed to flesh out mutual expectations in a number of countries.

The Ministry has taken on a very constructive role in terms of being an advocacy partner on the issue of impunity for crimes against journalists, the UPR process and by bringing multiple strategic partners together to discuss and share strategies how to deal with shrinking civic space. By organising linking and learning meetings, the Ministry facilitates collective knowledge sharing. Finally, the Ministry respects the diversity of Theories of Change and monitoring frameworks of the Strategic Partnerships and has taken a constructive role in designing indicators for the overall result chain of the policy framework for Dialogue and Dissent.

6. International program and themes

6.1 International Advocacy

UN Plan of Action for the Safety of Journalists
To address the lack of improvement in the level of safety on the ground, in 2016 Free Press Unlimited joined forces with UNESCO, the United Nations agency with the mandate to promote "the free flow of ideas by word and image". Free Press Unlimited assisted UNESCO in collecting input from Member States for the biannual Director-General report which cites all the verified cases of killings of journalists and the information available on the status of legal investigations undertaken by the state concerning these killings. In 2016, Free Press Unlimited supported local partners in non-reporting countries to request information from their authorities on the legal follow-up. This resulted in useful input on cases of journalists killed in Bangladesh, Central African Republic, Democratic Republic of Congo and Nepal, which was submitted to UNESCO for their 2016 report.

Chairmanship IPDC
Free Press Unlimited has been given the honour of putting forward the first female chair of UNESCO's International Programme for the Development of Communication Council and Bureau, the cradle of the UN plan of action on Safety of Journalists. Free Press Unlimited not only finds itself at the centre of the only intergovernmental programme mandated to mobilise the international community. Moreover it finds itself at the centre of the international debate around issues such as Safety of Journalists and Access to Information.

November 2nd
On November 2nd, the International Day to End Impunity for Crimes against Journalists, Free Press Unlimited held a large event in The Hague to raise awareness on the issue and to create solidarity with journalists worldwide in the Netherlands. The event was addressed by the Dutch Human Rights Ambassador. Other speakers included renowned journalists Hamid Mir from Pakistan and Javier Espinosa from Spain, editor-in-chief Can Dündar of Turkish newspaper Cumhuriyet and Guy Berger, UNESCO Director of the Division of Freedom of Expression and Media Development. A call to action to increase coordination of civil society on the issue of Safety of Journalists (see next section).

Coordination of civil society
In the run up to UNESCO's event on strengthening the UN Plan of Action on the Safety of Journalists, planned to take place in June 2017, Free Press Unlimited together with the Dutch Ministry of Foreign Affairs, UNESCO and Article 19 held talks on organising civil society around the issue at the end of 2016. This stimulated increased coordination and cooperation among the key organisations active in the field of safety of journalists to come to a collective strategy for more effective action. These key organisations are Article 19, Committee to Protect Journalists, IFEX, International Federation of Journalists, International Media Support, Internews, International Press Institute, IREX, Open Society Foundation and Reporters without Borders.

Universal Periodic Review
In 2016, Free Press Unlimited submitted inputs for the Universal Periodic Reviews of Moldova, South Sudan and Zimbabwe (with the European Journalism Centre), to the Dutch delegation at the Permanent Representation in Geneva. Furthermore, at the end of 2016, the Consortium was in contact with CIVICUS concerning the UPR of Pakistan, which is planned to take place in October/November 2017; the deadline for NGO input on 30th March. CIVICUS' partner in Pakistan had plans to organise pre-UPR consultations in Pakistan at the end of January of 2017. The NNIBN programme arranged for its partners to participate in this. That resulted in

"Investigate, trial and punish. That is the only way we can break the cycle of impunity." With these words Leon Willems, Director of Free Press Unlimited, closed the November 2nd event Free Press Live 2016m which was attended by hundreds of Dutch and international journalists, policy makers and others in The Hague to stand up for journalists and justice."
© Free Press Unlimited

a joint submission of recommendations and valuable coordination on the issues the different participating organisations were planning to submit.

SDG Goal 16.10 Access to Information
Free Press Unlimited financially supported four international advocacy events through the Global Forum for Media Development (GFMD- chaired by Free Press Unlimited). These events aimed to raise the level of awareness among media professionals, media development organisations and policy-makers concerning the importance of translating the Sustainable Development Goal (SDG) target 16.10 into practical steps. At the World Forum event in Jakarta, GFMD and UNESCO co-hosted a day-long gathering of independent media and access to information experts to discuss the best ways to analyse and ultimately advance the implementation of access to information laws, as called for by SDG16.10. This event marked a critical new step in UNESCO's consultation process with media and civil society groups, as it takes on primary responsibility for monitoring this target for the UN.

Freedom House
Free Press Unlimited and Freedom House have deepened their long-standing relationship in 2016 through an agreement on knowledge sharing. The Consortium has received draft fact-checked country reports for the Freedom of the Press Reports. These have been used and discussed during baseline workshops and Program Coordinators have given feedback to Freedom House Staff.

6.2 Cross cutting theme Gender

In the implementation of the NNIBN programme, gender equality has been addressed in terms of gender equality in the work place and gender-sensitive content production. The institutional arrangements taken by partners to address gender justice within their organisations, were assessed during the baseline evaluations. After the baseline workshop or identification missions, partners in 13 countries initiated or expressed interest in gender content monitoring. Free Press Unlimited started developing a Gender Reference Guide at the end of 2016 that consists of practical tools, background information and examples of successful approaches.

The European Journalism Centre incorporated indicators on gender-sensitive reporting, (as well as using CSOs as sources and impact tracing) in the application procedure for investigative journalism grants and competitions, thereby integrating part of the ToC in their practice. The Free Press Unlimited gender policy was translated to Bengali and distributed to community radio stations who received training on gender-sensitive reporting. During a country visit, notable changes such as more female station managers and better facilities for female employees, were observed at the stations who had received the translated gender policy.

In multiple countries, partners have been identified with a strong track record on gender-sensitive reporting. One partner in DR Congo actively advocates gender sensitive reporting in the media sector. Capacity has been developed in gender sensitive reporting and editorial guidelines in Bangladesh and Indonesia (through fellowships) and Zimbabwe, Kenya and Bolivia.

In Zimbabwe, Bolivia and Kenya, partners pay due attention to gender in their recruitment and in the development of training material and in the training application process. Community radio partners in Nepal received support in the development of their gender policies. In Pakistan, it was established that media support partners have policies in place and the people to monitor them.

The story of Kokali Rani Das on these pages illustrates the way the Consortium implements the strategy to strengthen the capacity of women journalists through fellowships.

An increasing number of women give colour to Community Radio in Bangladesh[12]

"There have been times when people did not want to speak to me as a journalist once they found out where I came from. Sometimes I wasn't even asked whether I wanted to sit during the interview. But I've never let that bother me," says Kakoli Rani Das. She is one of the young women taking part in the training programme organised by Bangladesh NGO Network for Radio and Communication (BNNRC) with support from Free Press Unlimited. This means a great deal to her. "It has drastically changed how I look at my life."

Kakoli grew up in a family of cobblers, so poor that the other people in their village looked down on the family. She only attended school sporadically and when she was there she was put at the back of the classroom. "Everyone kept their distance from us." Then they heard about the training programmes at Radio Meghna, a radio station in her neighbourhood. This is one of BNNRC's community radio stations.

Community radio plays an important part in Bangladesh. Seventeen community radio stations provide people living in rural areas with up-to-date news about their community as well as a voice in the media. When Kakoli was offered the chance to join the training programme, she knew very little about journalism. Due to her perseverance, curiosity and determination she learned to work for the radio station as a fully-fledged journalist.

BNNRC offers a journalism fellowship programme with support from Free Press Unlimited to give young women in particular, the chance to find paid or acknowledged jobs. This is unusual since few women work outside the home or even have the opportunity to do so. It was therefore a bit of a shock for the family when one of the daughters was accepted into the programme. Even now, women are far from equal with men in Bangladesh and for fathers it is especially difficult to watch their daughters go out to work. Ultimately, they do feel a sense of pride when they see that the girls are trained to be good journalists.

Young women can apply to join the fellowship programme three times per year. There is only one condition: they must be able to read and write because the training starts with a week of theory. Then the fledgling reporters go to work for the community radio station in their village for eleven weeks with fellowship alumni – women who completed the training in the past.

Despite this training, female journalists continue to encounter a number of problems. Interviewees do not always take them seriously as journalists; initially this was Kakoli's experience. The prevailing view in Bangladesh is still that women cannot be journalists and cannot work outside the home at all. These women now have a press card, and can prove they are actually doing their job. Not only is that proof of their occupation, it is also recognition of their competencies.

Completing the fellowship does not mean that the hard work and efforts are over. It is important that the new journalists start working as professional journalists and continue to do so, since that is why they followed the training in the first place. Mahbuba Islam Bonhi, one of the participants in the programme at another community radio station, Radio Padma, says that since completing the training she works harder than ever. "I want to put everything I've learned to proper use and become a better journalist. As a journalist, I find it very important to stand up for young women and children, who deserve to be heard in this country!"

6.3 Cross-cutting theme Safety:

Country programmes
The cross-cutting theme of safety has been addressed in all baseline workshops, country visits and country programmes through

- an analysis of the institutional measures taken by partners to deal with safety issues, based on an assessment of incidents they experienced in the past year
- the inclusion of safety modules in training programs for journalists and partner organisations
- support for lobby and advocacy activities of selected partner organisations, including November 2nd and May 3rd public meetings, Universal Period Review process (see above)
- coaching of and moral support for partners in distress
- distribution of the NetAidKit (see next paragraph)
- implementing secure Content Management Systems
- the sharing and provision of technical know-how and expertise

In 2016, Free Press Unlimited developed an Information Security Policy to raise internal awareness and improve procedures in the area of information security. European Journalism Centre staff attended security training at Free Press Unlimited. And a digital safety training was organised for other Strategic Partnerships as part of the Civic Space meetings initiated by the Dutch Ministry of Foreign Affairs and chaired by Hivos.

Reporters Respond
Reporters Respond is an emergency fund for journalists intended to help journalists who experienced threats, injuries, vandalism or intimidation, enabling them to continue their work. Reporters Respond contributes to this objective by providing financial aid to media workers whose profession puts them at risk. Reporters Respond aims to give support as quickly as possible. This fast, small scale, financial support can help prevent more serious damage and enables reporters to continue to do their job and as such provide vital information to the public.

Free Press Unlimited has provided safety training for war reporters in Iraq covering the conflict in Mosul. © Free Press Unlimited

In addition to its emergency fund, Reporters Respond is also able to provide training, coaching and support related to digital, physical and psychological safety. As an instrumental, leading member of the Journalists in Distress network and the Syria Response Group, Reporters Respond aims to contribute to the safety of journalists. Through these networks, Reporters Respond ensures that the information on media practitioners in distress is vetted, shared, collected and coordinated within an efficient international network dedicated to the safety of journalists.

Reporters Respond 2016		
Grants per region		
Region	**#**	**% of total applications/ region**
Sub Saharan Africa	29	24%
Europe	3	13%
Asia Pacific	1	1%
Eurasia	3	50%
Middle East and North Africa	12	48%
Americas	2	67%
Total	50	
Grants per type of support		
Type of support		#
Exile		20
Medical		7
Basic		5
Equipment		13
Legal		4
Trauma support		1

6.4 Innovation

NetAidKit

In 2016, Free Press Unlimited developed the NetAidKit, a tool for secure communications. In total, 1000 NetAidKits were produced. 200 were distributed among Free Press Unlimited staff and partners and 500 through the web shop. 300 NetAidKits went to important stakeholders, including journalists, lawyers and human rights activists. Of the 500 NetAidKits that were sold, 150 were sold in bulk to Dutch businesses, Dutch government organisations and Dutch NGOs.

In 2016, Free Press Unlimited cooperated with Radically Open Security to further develop the NetAidKit. This resulted in greater stability of the NetAidKit and enhanced user experience (resulting in a new version through a software update). At the time of writing, the NetAidKit is being audited by the Open Technology Fund (OTF). Based on the recommendations of Radically Open Security and OTF, the NetAidKit will be further developed to increase both the usability of the product as well as its sustainability. The support of Stichting Internet Domeinregistratie Nederland, meant Free Press Unlimited could build a web shop to sell the NetAidKit, thereby further reinforcing the sustainability of the project.

SourceFabric

The European Journalism Centre began collaborating with SourceFabric in the summer of 2016 on a new state of the art content management system (CMS) for their partner The Source, a financial and business news outlet in Zimbabwe. Ground work and on-site customisation took place in the fall of 2016. The CMS offers ways to publish to different social media channels and reach audiences at the same time. It also brings a greatly enhanced level of digital security in the tumultuous Zimbabwean press freedom landscape: the CMS is hosted on secure servers in the cloud meaning that there is less impact of equipment theft or that the servers would be shut down in the country; it also means that there is 24/7 monitoring of the CMS installation by SourceFabric engineers. The European Journalism Centre's collaboration with SourceFabric is regarded as a potential model for other under-resourced news outlets that they currently partner with in developing media markets: outlets that have the right journalism talent in place but need the right 'tech talent' to make their output more effective and efficient.

7. Monitoring and Evaluation for Accountability and Learning

7.1 Baselines

13 Baselines workshops were conducted with partners and other stakeholders. Country analyses, which paid specific attention to space for media and civil society, media and accountability, safety of journalists and gender representation, were drawn up. Priorities for lobbying and advocacy and capacity strengthening were assessed using the three intermediate outcomes of the theory of change.

7.2 IATI

In 2016, the Consortium began publishing information on the NNIBN programme in the IATI-standard. IATI posed two main challenges for Free Press Unlimited. Firstly, the thrust towards transparency conflicts at times with safety and confidentiality considerations in repressive contexts. Secondly, the IATI standard is geared towards quantitative information, while results from the NNIBN programme are described in a qualitative way. In consultation with the Ministry, Free Press Unlimited was able to deal with these challenges.

7.3 Stories to Learn & Stories to Tell

Stories play an important part in the NNIBN programme. This includes stories to share for accountability and fundraising (Stories to Tell) and stories to systematically learn from (Stories to Learn). For Storytelling, workshops were organised for Free Press Unlimited Staff. As part of Stories to Learn, two methodologies were piloted: Sense-making and the Most Significant Change. The methodologies can be found in the annex.

7.4 Annual Report 2016

The input for this report was collected by analysing IATI reported results and comparing the analysis with qualitative data collected through focus group discussions and one-on-one interviews. During these sessions, the theory of change and parts of the most significant change methodology were applied.

Endnotes

1. Post-conflict is understood here as "conflict situation in which open warfare has come to an end. Such situations remain tense for years or decades and can easily relapse into large-scale violence". From: Junne, G. & Verkoren, W. (Ed). Post-conflict development: meeting new challenges. 2005, Boulder, CO
2. 'The Safety of Journalists and the Danger of Impunity, report by the Director-General to the Intergovernmental Council of the IPDC', Paris, 7 October 2016, this report shows that in the past ten years more than 800 journalists lost their lives for reporting the news - an average of one every five days. The report states on page 5: "In 2014-2015 alone, 213 journalists lost their lives; 2015 was the second deadliest year for journalists in the last ten years with 115 journalists killed".
3. Idem; Freedom of the Press, Freedom House: "Press freedom declined to its lowest point in 12 years in 2015, as political, criminal, and terrorist forces sought to co-opt or silence the media in their broader struggle for power.", "2016 World Press Freedom Index", RSF: "The 2016 World Press Freedom Index reflects the intensity of the attacks on journalistic freedom and independence by governments, ideologies and private-sector interests during the past year."
4. For instance, CPJ special report on safety of journalists in 2016 "Journalist killings ease from record highs as murders down, combat deaths up", Elena Beiser and Elisabeth Witchel, "Deaths in combat or crossfire ticked to their highest number since 2013 as conflicts in the Middle East dragged on", accessible via https://www.cpj.org/reports/2016/12/journalists-killed-murdered-syria-most-deadly-war.php.
5. https://monitor.civicus.org/findings/
6. "The documentary is focused on the alleged destabilizing role played by the independent press against the Morales government in the days leading up to the referendum on Feb. 21, 2016, after which Morales lost the citizen vote to run for a fourth term in office": https://knightcenter.utexas.edu/blog/00-17868-bolivian-government-releases-documentary-%E2%80%9C-cartel-lies%E2%80%9D-attacks-press-journalists-reac
7. The Maison de la Presse was shut down by the family of former president Felix Patassé, claiming the building is private propriety.
8. This is not fully reflected in IATI since not all programme coordinators considered these activities. However in terms of programme development, in the CAR, Central America and Nigeria identification missions and discussions with (potential) partners were building the foundation for results on this indicator.
9. Other issues that follow directly from the theory of change that partners cover in their work are story impact tracking and portrayal of gender roles.
10. "[...] despite all the investigative journalism being done these days, there isn't a clear source of revenue to support it. Investigative journalism requires dedicated and experienced reporters and editors who have time and plenty of resources. Above all, it costs a lot of money—and yet it's hard to fund. Advertisers often don't want to be associated with it, and declining subscription numbers no longer help to cover costs." - ; Anya Schiffrin, A.; But Who Will Cover the Swill Milk? A new book examines the dire future for investigative reporting in America; https://www.thenation.com/article/who-will-fund-investigative-reporting-in-the-age-of-trump/
11. The partner satisfaction survey showed as main priorities 1. work together; 2. access other sources of funding; 3. develop a joint strategy; 4. share lessons and experiences among organisations working on the same issues.
12. Lydia van Rooijen and Jolijn de Blocq van Schelting, March 9, 2017; https://www.freepressunlimited.org/en/blog/more-and-more-women-give-colour-to-community-radio-in-bangladesh

Most Significant Change

Stories to Learn: Tools for Learning, Analysis & Discussion

1 COLLECTION

10-15 stories of change are collected from **end-users**: what has been the most significant change regarding gender, safety, etc. since you participated in the project?

End-users: trainees, media houses, journalists, community radio stations, audiences, etc.

2 PARTNER SELECTION

Partners discuss and select a story that reflects the change that is most significant to **them** regarding gender, safety, etc.

3 FPU SELECTION

FPU staff discuss and select a story that reflects the change that is most significant regarding gender, safety, etc. based on the stories chosen by our partners.

4 FEEDBACK

The process and stories are documented and compiled into a pamphlet to be used as an internal learning tool to give feedback to all participants: **end-users**, **partners**, and **FPU staff**.

What?
- *The Most Significant Change technique* is a bottom-up, participatory, and democratic approach for systematic learning by using stories as tools for analysis and discussion.
- Stories are not a goal as such; they are instruments for internal learning, not for external distribution.

Where?
Learning takes place in the following places:
- Story collection
- Selection discussion with partners
- Selection discussion with FPU staff
- Feedback to end-users, partners, and FPU staff

Why?
- To capture qualitative information that go beyond indicators.
- To understand processes of change.
- To facilitate participatory learning for partners and FPU staff so they can reflect on and adjust programmes and strategies.

Who?
- Coordinated by the Knowledge & Quality team at FPU
- Supported by FPU programme staff
- Partners involved in process
- Consultant (optional)

The Life of a Story

Stories to Tell

Partners

Partners

1 Impact stories (successes and challenges) are identified by **programme staff & partners** in the form of leads.

WHO? WHAT? WHEN? WHERE? WHY? HOW?

2 The story-template is filled in. This template is embedded in several formats, such as the travel report and the project report.

3 **The Story Working Group** filter the stories according to criteria, such as the IATI Exclusion Policy. This filter is focused on quality, not on theme. Feedback is also given to story-gatherers. The stories are stored in Resource Space (The Story Bank).

4 Smaller stories are selected and groomed for communication purposes by **the Story Working Group**. This is a permanent flow.

5 **The Story Working Group** curates 3-5 stories per year which will be followed up in-depth. During this process the Story Working Group will regularly communicate with other stakeholders, such as Team Leaders. This curation is based on content. For example, a photographer and a journalist are briefed and sent to gather the story in-depth.

Every half year stories are compiled into a newspaper edition by **the Story Working Group**:

NO NEWS
IS BAD NEWS

The stories are regularly published using current channels (eg. Social media, website, brochures).

The Story Working Group consists of Knowlegde & Quality and Communications.

What?
Stories to Tell is a strategy which gathers, transcribes, and distributes stories which illustrate the impact of FPU and its partners. This strategy is complementary to the Monitoring and Evaluation for Accountability and Learning (MEAL) Cycle.

Why?
- Feedback to donors and partners for accountability
- Lobby & advocacy story-pool for media development
- Track record for FPU
- Inspire others, and ourselves
- Share successes and challenges with a wider audience

Who?
The Story Working Group is responsible for coordinating Stories to Tell. Tasks:
- Identify needs (input from Donor Relations and Policy & Advocacy)
- Identify leads (input from Programme teams)
- Connect with the MEAL Cycle
- Guard the quality of the stories

List of abbreviations

BNNRC	Bangladesh NGO Network for Radio and Communication
CAR	Central African Republic
CMS	Content Management System
CSO	Civil Society Organisation
DRC	Democratic Republic of Congo
EU	European Union
IATI	International Aid Transparency Initiative
IPDC	International Programme for the Development of Communication
MA	Masters programme
MEAL	Monitoring and Evaluation for Accountability and Learning
MFSII	Mede-financieringsstelsel (co-financing mechanism)
NNIBN	No News is Bad News
OTF	Open Technology Fund
SDG	Sustainable Development Goal
TNN	Tribal News Network
ToC	Theory of Change
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPR	Universal Periodic Review