

# **Report**

## **Kick Off Meeting**

### **Strategic Partnership**

***“No News is Bad News”***

Johannesburg,

South Africa

9 – 11 November 2015

## Introduction

Johannesburg, 9-11 of November 2015. Free Press Unlimited and the European Journalism Centre gathered with partners of their new Strategic Partnership “*No News is Bad News*” to kick off together this new challenge and opportunity. Representatives from the Ministry of Foreign Affairs of the Netherlands were also present.

25 representatives from partner- and expert organizations joined to analyse and kick off the strategic partnership in two days. Participants came from 14 countries: *Bangladesh, Central African Republic, Democratic Republic of Congo, Indonesia, Iraq, Malaysia, Mali, Nepal, Nigeria, Pakistan, Somalia, South Africa, Zimbabwe.*

The first day was dedicated to present ourselves in short pitches of two minutes, and to discuss the overall Theory of Change that forms the basis of the program. After a plenary presentation by Leon Willems, in the afternoon all participants zoomed in on the three main Intermediate Outcomes: an Enabling Environment, Media that strengthen Civil Society and Professional and Sustainable media. The finishing touch of the first day was for the representatives of the Dutch Ministry of Foreign Affairs, who dialogued with participants about the Program from the perspective of a Strategic Partnership.

The morning of the second day the meeting zoomed in to the two transversal thematic areas of the program: Gender and Safety. In the afternoon first steps were set up to national programs in four regional sessions: South East Asia, Fragile Africa, Developing Africa and MENA Asia.

In this report we give you back the main input you produced yourselves in order to facilitate the startup of the programm.

With thanks to all the facilitators and reporters<sup>1</sup> for your important contributions!

Victor van Oeijen, Coordinator Quality and Knowledge

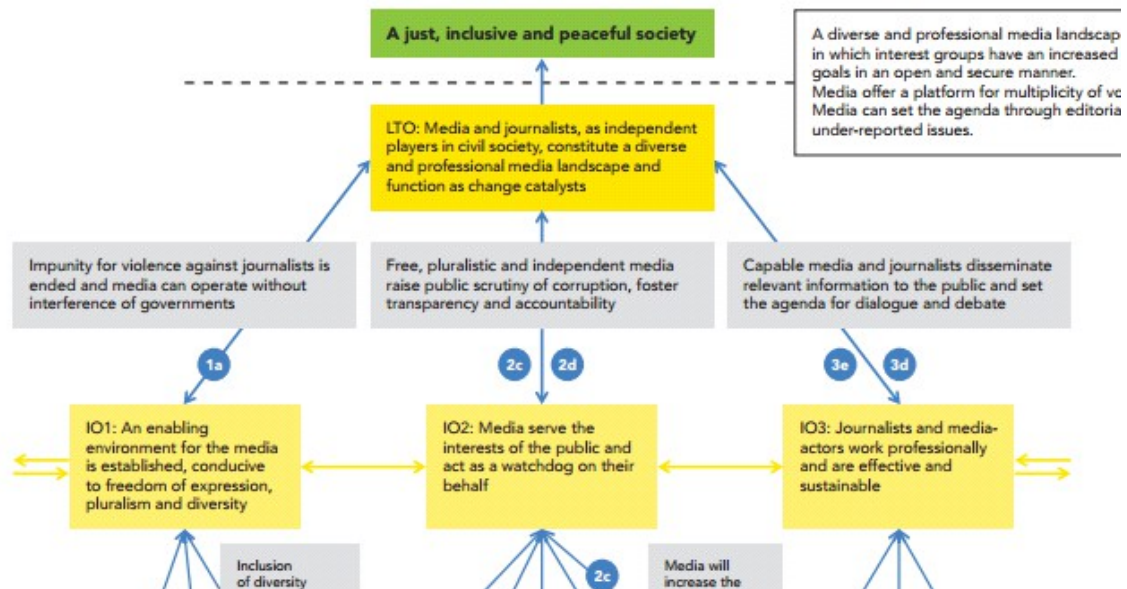
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<sup>1</sup>Lidwien Gevers, Bram Truijen, Mira Chowdhury, Pieter Lolkema, Marian Tillmans, Leon van den Boogerd, Bethel Tsegaye, Philip Situmorang, Boris van Westering

## Day 1: The Change we need

### 1. Theory of Change of “No News is Bad News”. Leon Willems

Leon presented the main characteristics of the Program “No News is Bad News”, starting with the upper part of the Theory of Change:



In his presentation Leon emphasized:

- The program will contribute to overall change of society in the direction of a just, inclusive and peaceful society
- The relationship with the publics is much more than the relation with a rating group; our media have to build a living relationship with their publics.
- Enabling environment is crucial for journalists to do their work; the situation is getting worse; only 23 of the 56 countries where journalists were killed investigated the crimes that led to their death.
- Planning is not that easy in the work we do (output – outcome – impact). Projects almost never go as foreseen. Therefore it is important to keep our eyes wide open.
- The meaning of “No News is Bad News” is that when there is no reliable and balanced news, that is bad news.
- Please inform Free Press Unlimited when you think we're making a mistake. Free Press Unlimited thinks this new approach fits very well with what you are doing.

**After the presentation by Leon Willems, all Partner organizations presented themselves in pitches of 2 minutes.**

**After lunch the meeting broke out in three group-sessions.** Goal of the break-out groups was to discuss and complement the Theory of Change. Every group was dedicated to one of the Intermediate Outcomes:

- Intermediate Outcome 1:** An enabling environment for the media is established, conducive to freedom of expression, pluralism and diversity
- Intermediate Outcome 2:** Media serve the interests of the public and act as a watchdog on their behalf
- Intermediate Outcome 3:** Journalists and media-actors work professionally and are effective and sustainable.

**In two different parts, every group followed the same two questions:**

- a. Share examples of success and highlight partners ambitions
- b. What could be capacity needs – knowledge and story sharing methods

**In the first part of this report we will share the wrap-ups from the sessions.** For more detail, please look in the respective attachments that are mentioned after each wrap up.

## 2. **Break-out group 1: Enabling Environment**

**a. In most countries legal & regulatory framework is in place, sometimes even very good but it is not working or is challenged** (South Africa, Congo, Indonesia, Somalia, Bangladesh).

1. Journalism is treated in criminal law, what should be treated under civil law
2. Unsafety: Journalist are taken to jail or are killed (Mali down from 22 to 126)

### ***What do partners propose?***

- New formats, that cannot be controlled (Afrileaks)
- Collaboration with other players: CSO's, universities
- Advocacy on air: **Engage** the corrupt politicians to the program (Bangladesh)
- Education of the police about role of media in hate speech (Indonesia)
- Work together with CSO's to pressure decision makers (Somalia)

### ***What could Free Press Unlimited do to support?***

- Train organizations in advocacy methods, techniques and tools.
- Train journalists in more diplomatic reports
- Use the Dutch embassy to pressure governments
- Connect with other experiences (e.g. Congo needs update of law for Community radios)

**b. In some countries the framework is not there or nobody knows it** (Iraq)

- No regulations for civil media
- No independent justice
- Impunity. Journalists are killed.. nobody investigates

### ***What do partners propose?***

- Need for new movement to lead people to rebuild (Iraq)

### ***What Could Free Press Unlimited do to support?***

- Capacity development, schools for young journalists.
- Support data journalism
- Media deontology. How can – should media work?

**c. In various countries the entrepreneurial environment is hostile** (South Africa, Irak, Mali) **what causes dependence of donor money**

- Corruption
- Unproper use of government money to manipulate media
- Media outlets are badly prepared for that
- New generations of journalists. New wave generation.

### ***What do partners propose?***

- Compete with new technologies via the internet (apps)

### ***What Could Free Press Unlimited do to support?***

- Support schools for young journalists, data journalism
- Media literacy and ethics for journalists

### **3. Break Out group 2: Media Serve the Public**

1. Make sure people understand the definition of what constitutes the CSO
2. Capacity building of CSO to be able to coordinate and work together with the media and understand what the public needs (audience research).
3. Better understand each other CSOs and media – educating each other on their issues.
4. Invest more in media monitoring
5. Define formats where these conversations can take place. Example -social media clinic- bring journalists, c/sbloggers and media together to discuss the role of media
6. Listing issues to address in each country and work with journalists on this.

#### **Proposals:**

1. Provide space to create meetings between CSO's and media
2. Train CSO and have them understand how media work
3. Include this in the curriculum
4. Need for audience research.
5. Instruments to ask publics what they want from the audiences
6. Media should develop space for civil journalists
7. Make audiences part of the program
8. Tools for citizens to investigate your own reality.
9. Sustainability reasons make it profitable to do more upward accountability then downward accountability (there is the money)

### **4. Break Out group 3: Professional and Sustainable Media**

5 main points Free Press Unlimited should work on to make journalism more professional:

1. Stimulate and set up self-regulation bodies
2. Training on different levels, not only individual journalists but also their editors and bosses.
3. Training to improve skills on different themes such as ethical standards, digitalization.
4. Keep a close watch on the media ownership and constantly monitor how ownership affect professionalism and freedom of speech/ expression
5. Safety and security of journalists and media workers (holistically seen)

## 5. Presentation by Ministry of Foreign Affairs (MoFA)

A representative of the MoFA explained the main reasons for the focus of the Strategic Partnership, as organized by the MoFA and 25 organizations of Civil Society. Lobby and Advocacy are central characteristic of the Strategic Partnership because the MoFA wants to strengthen the Civil Society and promote that all voices are heard. He emphasized the importance of capacity building of Civil Society organizations and the media in working together to improve their work in favor of a stronger Civil Society. Lolkema invited every partner organisation to appeal on support by the MoFA whenever considered possibly useful.

After this introduction, a conversation was started with all participants about the relationship between the MoFA and the media. The main argument was that the MoFA *“has no intention to interfere with your editorial freedom”*. The MoFA understands that there could be tension between the agenda agenda of the MoFA (Ministry of Foreign Affairs, including Trade and Development Cooperation) and the work of the NGO's in the Partnership. These tensions can always be discussed, but *“we won't interfere with investigative journalism”*.

The MoFA stated that they are eager for input from the journalists for their Human Rights Agenda and will be more than happy to receive suggestions for it. The more concrete, realistic and tangible the proposals, the better. Also on impunity, the Ministry welcomes more information. The audience suggested an active position taking from the MoFA in the case of the killing of the Bloggers in Bangladesh.

Whenever the Minister is planning a visit to a country, suggestions for her agenda are very welcome. This could be an opportunity to put some themes on the agenda, for example visiting a community radio.

From the audience the observation was made that methodological distrust or sharpness is needed to keep the relationship between the partners and the MoFA critical and productive.

Leon Willems warned for self-censorship. *“Self-censorship is more dangerous than external censorship. Never say: when I publish this, they won't fund me anymore. If you rock the boat, we will stand aside you, even if this means trouble with the Ministry”*.

## Day 2: The Results we want

### 1. Analysis of Gender as a crosscutting theme

In both sessions of the situation of Gender within the media was analysed, facilitated by Gender Links, looking to six central thematic lines:

- a. What is gender?
- b. Organisational aspects
- c. Glass ceiling
- d. Ownership
- e. Content
- f. Free Press Unlimited Gender mainstreaming

The groups formulated seven take away points:

- **Policy framework** is key issue to create an enabling environment. Policies that can create participation of women in the media. Consider mainstream in self-regulatory frameworks
- Need for **capacity building** of all levels and kinds of media-practitioners
- Once women are in leading positions they need coaching. This means that **mentorship for women** is needed before and after they reach positions.
- Develop a strategy around how to have **Male custodians** of gender culture “on board”
- We want to see **women having agency** in the field of gender and media. This means to engage critical citizens (women and men) that demand gender based media content.
- **LGBT** should be considered as part of an overall inclusion policy called SOGI - Sexual Orientation and Gender Identity
- **Safety for women** within the organizations is a special item that deserves attention

### 2. Analysis of Safety as a crosscutting theme

In both sessions Safety Issues in working with and within the media were analyzed, facilitated by Digital Safety Experts of Greenhost, ilab, and Free Press Unlimited. The group paid attention to threats per country, general threats and possible interventions to deal with the threats.

Also an analysis was made of the Free Press Unlimited Mechanisms that seek to respond to safety and security threats.

Finally a survey was applied about ways organizations are dealing with safety topics.

### 3. Regional session Developing Africa (Zimbabwe, Kenia, Nigeria, Ghana)

Focus of the discussion in the group was on Zimbabwe, because other countries weren't represented. There is a media landscape but the real space to be developed is citizen journalism. They don't work together. Public accountability at this moment is zero in Zimbabwe. In 2018 there are new elections. What will happen if Mugabe still



lives? Goal would be to develop the ability of Citizen reporters to ensure that elections are democratic, about relevant issues etc. Organize media campaigns that force the candidates to speak about the issues that matter to the people. This would be the strategic objective of the Zimbabwe program.

Safety for journalists is important. Many actors involved. Need for more integration and coordination between them.

There is no effective local news agency: large parts of the country are under reported in Zimbabwe. That is actually an opportunity. Possibility to develop Investigative journalism. Not necessary to change everything.

Start with convening meetings between CSO's like transparency groups and media. Need for capacity building like Investigative Journalism.

Preventive security and digital security

Start preparing elections in 2018. Data resources need to be built.

Confrontational approach in Zimbabwe and Nigeria doesn't work; engaging is much more effective.

In July 2016 there will be a review of Zimbabwe UN Review of Human Rights. The MoFA should help here.

In Zimbabwe Donors are not coordinating; everyone is doing the same. Embassy should do donor coordination effort.

#### 4. **Regional session Fragile Africa** (Congo, Burundi, Somalia, Mali, CAR)

The group defined one priority activity for every intermediate outcome for each country and for the crosscutting themes Gender and Safety. This way they defined 25 outcomes.

For every outcome they defined also what are the obstacles and how Free Press Unlimited and the MoFA can help to overcome them.

#### 5. **Regional session Middle East – Northern Africa – West Africa (MENA)**

The group divided worked in two sub-groups, defined by the participating countries: Pakistan and Iraq. Some crucial outcomes:

- Need for community media and legislation about Community Media.
- Opportunity to learn from others in the region
- Importance to address women and youth, possibly with CSO's
- Big need for safety training
- Need for campaigning for Freedom of Expression
- Need for research and tools for gender-work in the media

## **6. Regional session South East Asia** (Indonesia, Bangladesh, Nepal, Malaysia)

- Safety protocol in the region
- Solidarity network
- We want to share and organize regional meetings
- We will involve the Dutch government and ask them for a special meeting to coordinate

## **7. Closing words Leon Willems**

Thank you partners for the renewed and deepened realization why it is that we work with you. You are smart, committed, courageous, and do things that we don't know you are doing. We look forward to the Untold Stories.

We are going in an uncertain path. We will face serious issues and problems. We won't be able to solve them all. We hope we can make a difference. We will need the inspiration from your work. We need to hear your best stories, what you are proud of. We have to do monitoring and evaluation and learning. Where-ever possible we want to base us on your stories. We hope we can know and see your successes. We want your stories. Give us your stories. One story can change the world.

## **Tuesday November 10 (Results we want)**

- 09:00 am Opening en recap Monday by moderator Brandon
- 09:45 am Cross Cutting priorities Gender & Safety (map existing capacity – list obstacles and needs)
- Group 1: How aware are you of safety issues and what problems do you face.
- Group 2: Media & Gender – issues – prospects – opportunities
- 10:45 am Coffee break
- 11:15 am Cross Cutting priorities Gender & Safety part 2 (groups switch)
- 12:15 Five point take away by moderator
- 12:30 pm Lunch
- 13:30 pm Regional sessions moderated by Free Press Unlimited / EJC  
(cooperation and build an agenda for follow up)  
South East Asia – moderator Ruth de Vries (Nepal, Bangladesh, Myanmar, Philippines, Indonesia)  
Fragile Africa – moderator Leon van den Boogerd (Burundi, CAR, Mali, DRC, Somalia)  
Developing Africa – moderator Marjan Tillmans (Kenya, Tanzania, Zimbabwe, Nigeria)  
Mena-Asia – Moderator Boris Westering (Iraq, Pakistan)  
*Resource persons and note takers from FPU*
- 15:15 pm Tea Break
- 15:45 pm Presentations per group of the outcomes of the regional sessions
- 17:05 Wrap up session
- 18:00 pm Closing reception
- 19:00 pm Dinner

## Evaluation

Ter gelegenheid van de Kickoff van het Strategisch Partnerschap met het Ministerie van Buitenlandse Zaken en European Journalism Centre werd er van 8 t/m 10 november een meeting met bestaande en nieuwe partners georganiseerd in Zuid-

## Kick Off Strategic Partnership Johannesburg - South Africa - 2015



Afrika. Het evenement vond plaats in Birchwood & OR Tambo Conference Centre in Johannesburg. Het organisatieteam bestond uit Ruth Kronenburg (Leon Willems tijdens Ruth's vakantie en afwezigheid), Margit Kraak en Anne Koemans. Verder werden zij in Johannesburg ondersteund door Marinka Vukojevic en Janneke van Riel.

### Evaluation Kick Off Strategic Partnership day 1

Deelnemers: partners (22) + experts (2) + Free Press Unlimited (17) + BuZa (2) + EJC (1) + moderator (1) + organisatie (2) + tolken (2) = 50

Aantal ingevulde evaluaties: 27

The format of the programme	7,8
The content of the programme	7,6
The organisation of the programme	7,6
The presenter/host	8,0
The accommodation (Birchwood Hotel):	
* seating comfort	7,8
* catering	7,8
* visuals/sound	7,7
Total rating Kick Off Strategic Partnership day 1	8,0

### Could you mention strong points of the programme and organisation of today?

- Getting to know each other.
- Clear division of different topics/themes.
- Good introduction of the objective of the SP & the meeting.
- Having good and frank discussions about our work.
- Strong open discussion on relevant issues.
- The strong points from discussion group. I think all partners submit the ideas is really good. Next: implementation.
- Impunity and safety of journalists is on the top of the agenda.
- We sharpened the issue (big major issues) regarding freedom of the press.
- Interaction with the officials of the Dutch Ministry of Foreign Affairs.
- Make a better understanding among the participants & partners.

- Concise, structured, covered key areas.
- Very good time management.
- Focussed and thematic presentation, coordinated transitions, good use of time.
- Strong on theory.
- Getting the background of the ToC and properly contextualizing the meeting agenda.
- Presentation of the partners, group work, the ToC.
- The ToC familiarization.
- “No news = bad news”, presentation by partners, discussion in group.
- Lobby and advocacy, les travaux en groupe.
- How media could help the advocacy work.
- Pitches, catering, breakout groups.
- The interactive parts.
- Presence of partners, partner presentations, break out sessions.
- General set-up, group work.
- Overall organisation very good.
- Unpacking the change we want concept. Organisation was excellent.

### **Is there anything you missed in the programme today?**

- The presentation slides of Leon were not clear. I want to get his presentation copy.
- Do no harm principle.
- More structure during the group work.
- The preparation in advance, no briefing of partners beforehand.
- Not sure if everyone knows their role in the programme.
- Impact of partnerships of civil society and the media.
- Lots of theory, but NO time allocated for practical discussion with partners of SP activities.
- Documentary about the work of FPU in the countries they have impacted.
- More and organized exchange between partners.
- The second group session. Only captured the last part as I had been called off for an interview.
- Some people didn't introduce themselves because they came in later. Maybe they can do that tomorrow?
- How valid is the ToC. Case studies? Validation?
- It would have been good if the reports of different groups had been presented so that we will know the thinking of all groups + topics.
- No (14x)

### Which topics would you like to discuss tomorrow?

- Strategic interventions that FPU is considering for the next 5 years and flexibility within those funding areas.
- Media ethics, citizen journalism, role of government in all of this.
- I would like to know how/when SP will be implemented, what is the timeline? Need to discuss actual activities with partners while we are in the same place.
- How to implement the strategy to various countries with different situations.
- Collaboration between partners.
- Gender in the media.
- Trafficking.
- Cooperation at local and country context.
- Enabling environment role of FPU.
- Sustainability for independent media.
- Sustainability of community radio, legal context.
- To know how we can move forward with strategic partnership next year.
- I am fine with the scheduled program.
- The program is well thought out and I look forward to following it.

### Other comments

- Less power point presentations or energizers to keep participants alive.
- Audio/video should be better prepared.
- Elevator pitch was not the right format for presentations.
- Scheduling interviews during critical discussions is detrimental to the overall input captured.
- No prior consultation with SP country coordinators on organisation of the partnership meeting. Seems odd. No time allocated to partners to show practically how their journalism affects audiences. What (real-life) examples will partners see to take away to inspire them?
- Strange that there were very few critical sounds from partners to BuZa.
- The air-con in the Cypress room for group 3 did not work.
- Excellent first day.

### Programme

	Presentation	Content
1. Leon Willems about the Theory of Change / No news is bad news	7,3	8,0
2. Presentation of the partners through elevator pitch	7,6	7,6
3. Breakout group: Enabling Environment	8,1	8,8
4. Breakout group: Media serve the public	8,1	8,0
5. Breakout group: Professional Media	7,6	7,9
6. Breakout group: Enabling Environment	7,8	7,8
7. Breakout group: Media serve the public	8,3	8,3
8. Breakout group: Professional Media	7,6	7,8
9. Presentation of Ministry of Foreign Affairs	7,8	7,9

## **Evaluation Kick Off Strategic Partnership day 2**

Deelnemers: partners (22) + experts (3) + Free Press Unlimited (17) + BuZa (2) + EJC (1) + moderator (1) + organisatie (2) + tolken (2) = 50

Aantal ingevulde evaluaties: 24

The format of the programme	8,0
The content of the programme	8,0
The organisation of the programme	8,0
The presenter/host	8,1
The accommodation (Birchwood Hotel):	
* seating comfort	7,9
* catering	8,2
* visuals/sound	8,1
Total rating Kick Off Strategic Partnership day 2	7,8

## **Could you mention strong points of the programme and organisation of today?**

- Regional partnership and discussion.
- Fragile Africa.
- The strategic partnership sessions.
- Concrete.
- More interaction between the participants.
- Group work – the exploration of ideas.
- Sharing among participants.
- Most useful was regional sessions because gave us time to talk to partners about actual activities (40 min. only).
- Practical session on specific aspects of programme for Pakistan.
- It was coherent and well thought through. Gender and safety are outcome areas and they had the place they deserved.
- Safety and gender sessions.
- Gender, safety and discussion and presentation by region.
- Safety session was very participative.
- The media & gender issues are very important and also safety. Hope the result can be implemented to all participants.
- Exploration into security threats and identifying strategies that we can implement moving forward. The gender discussion was lively and enlightening.
- Good group sessions, especially on safety. Also regional sessions very nice as we were ready to get more into programmatic details after general bits.
- The presenter/host.

- I learnt that how we can include in reporting and bring them to the field of journalism.
- Networking, bonding, exchanging experiences.
- Very smart thematic and regional structure. Great accommodation.
- Well managed, on time.
- Content, groups distribution, topics discussed, conference all over management.

**Is there anything you missed in the programme?**

- Time to discuss practical issues/activities with partners.
- A more detailed session on the new evaluation methodologies.
- More participants from MENA region.
- Gender discussion sticks in 'general known statements'.
- I found sometimes an unbalance between FPU people and partners. I missed Latin America.
- Not really, but it would have been good to receive instructions/be briefed a bit better so that we could have been more efficient in steering some sessions towards concrete outcomes.
- Do no harm principle.
- Email access, mobile phone for all participants.
- How do we go more in depth on topics.
- Theory was discussed more than practical steps.
- No (3x).
- I am satisfied.

**Which topics would you like to discuss in the future?**

- Timeline for strategic partnership.
- Organisational development issues.
- Journalism and peace.
- Working strategy for future partnership with FPU.
- Women main-streaming in media-making programs on women and youth citizen journalism/video reporting.
- Safety problems need more excavated because the development of media is changing quickly from print media to online media and also social media, and it is necessary explained by situation the state different.
- What would have been interesting to have separate sessions with some govt. reps of our partner countries – maybe not suitable for this conference but very much needed when wanting to focus on L & A.
- Reporting of results, progress on three outcomes and two cross cutting issues.
- Mechanisms to exchange information.



- The possibility of funding equipment as well as establishing training facilities in the southern African countries, namely Zimbabwe.
- Synergies between partners & regions.
- Cooperation MFA.
- The future cooperation among the Asian on investigative journalism
- Monitoring and evaluation.
- Business sustainability, technology innovation.
- Sustainability, safety.
- More focused on sustainability of organizations.
- Advocacy manual.

### **Other comments**

- We need Free Press to give us support for running TNN case operations.
- One of the best conferences I attended. Thank you for a great job and exceptional staff.
- As usual, the side meetings in this event are equally important. I very much enjoyed these opportunities and exchanges. It was also due to the location (hotel compound) that this was easy doable.
- Thanks, it was interesting!
- Thank you for inviting me. It is a great moment to learn from each other and sharing about how to cooperate between CSO & media.
- It was really impressive meeting partners from Asia and Africa > That's what I call networking and exchanging experience.

### **Programme evaluation by participants**

	<b>Presentation</b>	<b>Content</b>
1. How aware are you of safety issues and what problems do you face?	7,9	7,9
2. Media & Gender – Issues – Prospects - Opportunities	7,8	8,3
3. South East Asia	8,8	8,8
4. Fragile Africa	7,6	8,3
5. Developing Africa	5,7	7,3
6. Mena-Asia	8,3	8,3
7. Wrap up	8,3	8,1

### Kickoff Meeting 8,9 en 10 November:

Het TicTacToe-spel en het speeddaten tijdens het diner zorgden voor veel uitwisseling.

De balans bij de deelnemers sloeg door naar het aantal Free Press Unlimited collega's ten opzichte van de partners.

De conferentie startte 15 min later op maandag omdat moderator in de file stond. Deelnemers kwamen vanaf 09:00 binnendruppelen waardoor dit niet meteen een probleem was. De mannen van de techniek waren vergeten om een van de microfoons aan te sluiten, dit loste zich ook op in deze 15 minuten.

In de evaluaties is terug te lezen dat de deelnemers de conferentie op maandag vrij theoretisch vonden, en waren benieuwd naar de praktische vertaling van de Theory of Change.

Er zat goed videomateriaal tussen de elevator pitches, wel nog veel PPT. Ook hadden slechts enkele partners hun presentatie op tijd aangeleverd. Moderator hield op een leuke en consequente manier de tijd bij.

De partners hadden (eerder) gebriefd willen worden over hun rol in het programma. De collega's die optraden als moderator hadden beter gebriefd willen worden over hun rol. Ook de collega's die aanwezig waren bij de interne briefing op 4/11 gaven dit aan.

De presentatie van BuZa was goed. Er kwamen weinig vragen van de partners.

De conferentie op dinsdag was meer praktisch en in de evaluaties is terug te lezen dat de deelnemers vooral enthousiast waren over de safety-sessie en de regionale sessies. De gender & media sessie werd 'te algemeen' beoordeeld.

We hebben deze dag afgesloten met een kleine borrel en diner op een mooie buitenlocatie.

### **Aanbevelingen:**

- Samenstelling van het organisatieteam moet bestaan uit verantwoordelijke voor alle uitnodigingen, visa, vliegtickets en bevestigingen en vragen van deelnemers. Een verantwoordelijke voor de logistieke en praktische vertaling, logistieke organisatie locatie, evt. werkbezoeken, transfers. Minimaal twee inhoudelijke verantwoordelijken die inhoudelijke input voor programma geven, moderator(s) briefen en andere spekers/verslagleggers. En gezamenlijk voor creatieve brainstorm technieken/workshops.
- De inhoud van een boodschap bepaalt in grote mate het resultaat, de vorm ondersteunt de boodschap. Dit is een proces dat tijd vraagt en de tijd voor gepland dient te worden. 'Brainstormen, laten bezinken, opnieuw bespreken, aanscherpen, puntjes op de i'
- Quality and Knowledge Coordinator betrokken zijn bij bepalen programma, briefen moderator en schrijven speech/presentatie Leon
- Teamleiders (eerder) betrokken laten zijn en verantwoordelijk laten zijn voor bepaalde programma onderdelen samen met hun team/programma coordinatoren
- Een meeting als in Johannesburg is intern te organiseren. Een externe organisator inhuren die nog niet bekend is met de organisatie, werkwijze,

partnes etc. kost waarschijnlijk meer tijd. Hier is ook extra budget voor nodig. Wanneer een event als dit op tijd bekend is binnen Free Press Unlimited kan dit prima intern, en op tijd aangepakt worden. Het is een pre als iemand zich alleen hoeft te focussen op het event en geen andere werkzaamheden binnen een team kent. Een professionele locatie kan ook veel werk uit handen nemen.

- Eerder starten met de voorbereiding van het event en het uitnodigen van de deelnemers, met name voor de visa application processes.
- Duidelijkere communicatie naar partners en collega's betreft wie er wel en niet deelnemen aan het event, waarom wel of niet, en dit op tijd communiceren.
- Duidelijkere en persoonlijker communicatie naar de partners en collega's betreft hun rol in het programma.
- Er zou strategisch nagedacht kunnen worden over een locatie (ticketkosten voor partners en collega's, visa nodig en kosten, partners in het betreffende land).
- Afspraken maken over follow up, ook naar partners toe (rapportage, presentaties, hoe contact houden, evalueren en vervolgspraken).

## Digital security awareness at partner organisations

**Results Survey** among Partnerorganisations 10 november 2015 (*reporting Marcel Oomens*)

In order to get a better understanding of the level of digital security awareness at partner organisations, precautions that organisations take in this area, and the tools that partners are familiar with, Team Gender, Innovation and Safety (Ruth de Vries and Menso) circulated a questionnaire among participants of the kick-off meeting.

The questionnaire asked 11 true/false questions, with space for the participants to comment. There were questions that asked about (i) people and training, (ii) policy, (iii) familiarity with tools, and (iv) management of IT infrastructure.

### **Questions of the Survey:**

- We have dedicated IT support staff in our organization
- We have a dedicated security officer in our organization
- We have policies about how to treat sensitive data
- We use encryption on our devices (phone, laptop)
- We can use encrypted e-mail (PGP)
- We use anti-virus software
- We keep software up to date
- We use legally purchased software (Windows, Office, etc.)
- Our staff has had digital security training
- *We manage our own website (\*)*
- *We manage our own e-mail server (\*)*

When assigning a quantitative score to the answers (true answers count for 1 'point'), FPU's partner organisations score an average 4.8 on their digital security practices.

Familiarity with tools is high at 5.5 compared to the people and training (3.6) and policy (4.6) indicators.

Based on comments by the participants (qualitative indicators), familiarity with tools is no indication for the proliferation and consistent application of those tools.

Use of anti-virus software and keeping software up-to-date score particularly high (11 out of 14), whereas the use of encryption and the availability of dedicated security officers score particularly low (2 out of 14) across the board.

\* Those questions, related to the management of IT infrastucture, are ignored because of the wildly varying interpretation that participants had with this question. On the whole it seems unlikely that organisation both manage their own IT infrastructure and at the same time indicate that there's no dedicated IT support staff.