



# MEDIA FREEDOM

WAN-IFRA's mission is to defend and promote press freedom, and help independent news publishing companies to succeed in their transformation process, increase their business, and perform their crucial role in open societies.

## Media Freedom, Advocacy and Development A DUAL APPROACH

WAN-IFRA believes that increasing media freedom directly strengthens democracy and human rights and is a foundation of societal development, be it economic, cultural or political. This has been a guiding principle of WAN-IFRA for more than six decades of global advocacy and development work.

WAN-IFRA applies a dual approach to supporting media freedom: It addresses political and structural constraints to media freedom through **advocacy**, and applies **development** to strengthen the capacity and networks of the media and their representative institutions.

Advocacy actions include large scale lobbying campaigns, coordinated press freedom missions, awareness raising activities and events to

strengthen legal and regulatory frameworks, reduce censorship and confront other challenges to editorial and economic independence of media.

WAN-IFRA's network of influential publishers and editors provides it with access to the highest levels of government and other institutions. This network also contributes to development actions, which include capacity building initiatives such as skills development training, coaching, mentoring, networking and skills-exchange activities. WAN-IFRA often engages in both advocacy and development actions in parallel.

This **dual approach** of applying advocacy and development allows WAN-IFRA to address challenges to media freedom from multiple perspectives, leveraging experiences and

synergies between advocacy and development projects, partnerships and the wider expertise of WAN-IFRA's international community to encourage meaningful change within societies.

WAN-IFRA responds to requests for support from its membership base. It also implements long-term, externally funded development and advocacy initiatives, often collaborating with members of the international media freedom and media development communities to achieve its aims.

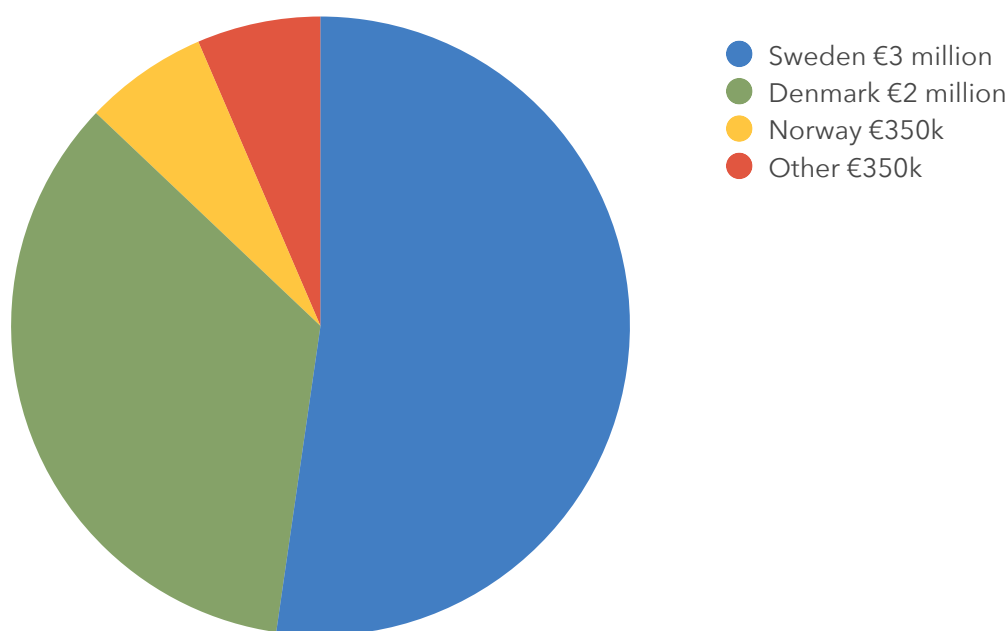


# Partnerships and Funding

WAN-IFRA has built a portfolio of signature media freedom programmes through generous support from the Norwegian Ministry of Foreign Affairs, the Swedish International Development Cooperation Agency and the Ministry of Foreign Affairs of Denmark, as well as global donor agencies including Open Society Foundations and IREX. The majority of these partnerships are long-term relationships that have grown over time, thanks in part to the dedication and support of WAN-IFRA's Media Freedom Board and other champions drawn from WAN-IFRA's membership base.

For the period 2016 - 2019,

WAN-IFRA's Media Freedom department has secured a total of €5.7 million in funding:



## WOMEN IN NEWS GENDER AND MEDIA FREEDOM STRATEGY

4-year initiative to increase the representation of women in newsrooms, boardrooms and in the news.

150 women journalists/editors from 60 media companies trained; 350 media executives sensitized; 500 future leaders mentored.

8 countries: Botswana, Egypt, Jordan, Lebanon, Palestine, Rwanda, Zambia, Zimbabwe.



## STRENGTHENING MEDIA & SOCIETY IN POST-CONFLICT AND FRAGILE STATES

2-year initiative to strengthen digital strategies, empower women editorial leaders, and combat media freedom challenges

160 media professionals from 80+ media companies trained

12 Countries: Colombia, Ecuador, Mexico, Egypt, Jordan, Palestine, Kenya South Africa, Uganda, Indonesia, Malaysia, the Philippines.



## MEDIA FREEDOM & DEMOCRACY PROGRAMME

50 media executives from 20 media in Cambodia, Myanmar and Vietnam since launch of Media Professionals South East Asia in 2012

Launch in 2015 of Women in News Central-East Africa - Kenya, Malawi and Tanzania.

Launch of sister programme in Somalia in 2016.

# Where we work

Botswana, Cambodia, Colombia, Ecuador,  
Egypt, Indonesia, Jordan, Kenya, Lebanon,  
Malawi, Malaysia, Mexico, Myanmar,  
Palestine, Philippines, Russia, Rwanda,  
South Africa, Uganda, Vietnam, Tanzania,  
Zambia, Zimbabwe



Women in News



Strengthening Media & Society



Women in News and Media Professionals

# What We Do

## Gender & Media Freedom Strategy



**The Swedish International Cooperation Agency (Sida) has been an important strategic partner of WAN-IFRA since 2009. Thanks to core funding from Sida, WAN-IFRA was able to develop and pilot a number of the innovative capacity building and advocacy initiatives that have become signature programmes today, including Women in News, Media Professionals Programme, Executive Twinning, as well as a large-scale advocacy campaign to eliminate insult laws in Sub-Saharan Africa, now under the umbrella initiative called the DOX Campaign.**

In 2015, Sida awarded WAN-IFRA a new multi-year, multi-million Euro grant focusing on gender and media freedom. The WAN-IFRA Gender and Media Freedom Strategy is running in Egypt, Jordan, Lebanon, Palestine, Botswana, Rwanda, Zambia and Zimbabwe from 2015 through to 2019, targeting 60 media and more than 500 high potential women editors and journalists, as well as their CEOs, publishers and editors-in-chief in an effort to enhance gender diversity in the news, in the newsroom and in the boardroom. The initiative also has a strong industry-wide focus to engage WAN-IFRA's global membership base.

### **WAN-IFRA, GENDER EQUALITY, AND MEDIA FREEDOM**

WAN-IFRA's commitment to the promotion of media freedom and freedom of expression includes the belief that true media freedom cannot be achieved without equality of voices in the media and in the news. In 2010, WAN-IFRA piloted its first gender-focused media development programme in Southern Africa, called Women in News. The programme adopted a unique approach to capacity building by combining career coaching, peer mentoring and networking with traditional skills development. The programme, which was extremely effective, hit a nerve in the industry as one of the first of its kind.

Six years on, Women in News has expanded to 12 countries throughout Africa and the Middle East, and now receives more than €1,000,000 in funding annually.

Components of Women in News are now also incorporated into WAN-IFRA's non gender-specific media freedom programmes as part of its own commitment to gender mainstreaming. As a result, in 2016 alone, WAN-IFRA has worked with more than 160 women journalists and editors

alongside senior management from 80+ media organisations from Sub-Saharan Africa, MENA, Asia and Latin America to address the gender imbalance in media while mobilizing the industry to collectively create an environment that supports conditions for women in media to succeed.

## Women in News Continues

march 2016

Since 2010, WAN-IFRA's Women in News leadership development program has worked to empower women in the media to expect more professionally, to strive for executive positions and receive the training and support networks to do so.

So when the nine members of WAN-IFRA's Women in News Steering Committee met in Paris from December 14 to 15 to put together the new framework for the advocacy arm of its Gender and Media Freedom Strategy, it signaled an exciting new chapter in the program.



Training at Welad Elbalad

The Women in News initiative has already had great success in its five years of capacity building activities, which include mentoring, career coaching and networking along with traditional training techniques. The extension of the program to include advocacy activities was a natural evolution -- it recognizes that to make real gains in gender equality within the media industry, change needs to be made at the organizational level by educating and sensitizing top management in order to build momentum for industry-led change.

To give focus to advocacy efforts, the Steering Committee will push for the creation of national gender policies for newsrooms within their respective markets in the Middle East and Africa. Over the next twelve months, each will host roundtable discussions with their peers for discussion and debate on gender strategies, while working toward achieving consensus in the development and content of the policies.

It's essential for change to come from within, says Steering Committee Member Fatemah Farag, and for the industry to be responsible for creating policies that work for them. For this reason, an essential component of the gender strategy will include providing practical resources for media organizations so that they can take the lead on implementing the changes they commit to on paper. Reference materials will include guidelines for managers on how to start the conversation around gender equality within their teams, a step-by-step process to creating mentoring programs, and a reference guide for journalists on how to reduce gender bias in the news.

"I know from experience that high level, industry-led programs tend to make the most impact on professionals such as myself," says Farag, "as well as on work processes, overall internal media company thinking and policy development."

Farag, who is the Founder and Director of Welad Elbalad Media Services LTD in Cairo, Egypt, says she wasn't necessarily focused on gender issues before becoming part of the WAN-IFRA program, but slowly realized its significance.

"For the first time within my company - while we inadvertently have a very engaged and representative female professional cadre - we are consciously thinking and brainstorming around gender politics within our newsrooms and the results are astounding to us all," says Farag.

Melanie Walker, Head of WAN-IFRA's Media Development work, says gender imbalance in the media is not just a problem in the target regions but a global issue.

"Women often outnumber men in the newsroom but not when it comes to executive posts or senior positions," she says. "It's about making long-term changes for women's careers in the media, while also ensuring that the voices in the news reflect 50% of the population, which is better for everyone."

Policies, of course, need concrete action, which is why the capacity building aspect of Women in News has been so vital to correcting gender bias in newsrooms in the target regions.

Emelda Libanga, editor of the Zambian newspaper Sunday Mail and a Steering Committee Member, saw this firsthand when she joined the Women in News program in 2010 as a

participant and two years later moved to become a peer mentor. As a sub editor at the time, Libanga says she never envisioned herself in a leadership role before participating in WAN-IFRA's capacity building activities.

"Through the vigorous and well thought out implementation of the program, I was exposed to various media trainings, coaching and mentorship," she says. "This exposure not only equipped me with media skills but also boosted my confidence levels such that now I can challenge myself to farfetched opportunities - something I could hardly do before the program."

Libanga says that mindsets in Africa are such that most African women believe that their role is to support men but never to lead. These barriers, felt by female journalists in not only Africa and the Middle East but globally as well, are the reason why WAN-IFRA decided upon a two-pronged approach for its intervention activities.

First, it works to bring about real change by giving individuals the tools to contribute to the media in a positive way, and then works to address structural imbalances in the industry.

"This program is so great," says Walker, "but it needs training and advocacy to make it complete."

Women in News will run until 2019.



WIN participants in South Africa, January 2016

**“For the first time within my company - while we inadvertently have a very engaged and representative female professional cadre - we are consciously thinking and brainstorming around gender politics within our newsrooms and the results are astounding to us all.”**

# What We Do

## Strengthening Media & Society in Post-Conflict and Fragile States

MINISTRY OF FOREIGN  
AFFAIRS OF DENMARK



**In April 2015, the Danish Ministry of Foreign Affairs announced a new 2-year strategic partnership with WAN-IFRA to provide support to 60 media outlets in twelve different countries throughout Africa, the Middle East, Asia and Latin America.**

The Strengthening Media and Society Programme seeks to build the internal capacity of media by strengthening digital actors, creating linkages between media, and empowering women media leaders while promoting gender equality in the news. It addresses systemic threats to media freedoms by strengthening legal protections and encouraging solutions-based, best-practice exchanges, promoting information sharing and solidarity activities between media, and building practical-focused coalitions between media, civil society and decision-makers to address governance, accountability, professional safety, economic prosperity, poverty reduction and human rights issues.

The Programme brings together the most effective and efficient elements of WAN-IFRA's media freedom work in one targeted, newly conceptualized project to elaborate on proven approaches to address fundamental challenges across some of the most critical areas for independent media. WAN-IFRA has identified the following three areas as crucial to the development of strong, independent and sustainable media operations:

### **Strengthening the media freedom environment**

Strategic assistance, provided by regionally-based Media Freedom Committees, to media under threat - an advocacy focused approach according to the specific needs identified that strengthens the environment in which media operate: legal restrictions, safety concerns, pressures on content, psychological issues affecting journalists, as well as weak advertising markets and other economic conditions that undermine independence and the ability of news media to carry out their essential role.

### **Digital capacity building - for future business growth and greater community reach to strengthen media sustainability and independence**

Taking defining elements of WAN-IFRA's Media Professionals Programme structure, this digital capacity building component equips new media or the new media operations of traditional media with the business and technical skills to harness ICT to reach broader audiences

and better serve constituents who depend on them to make informed decisions.

**Investigative editorial leaders' skills development - to equip women editors and journalists with the tools to make a greater contribution to their media and promote gender mainstreaming in the industry**

Borrowing from the highly successful Women In News curriculum, this skills development component seeks to empower women editors to directly influence the management, policy and content decisions within their media, and thus society at large, to promote gender mainstreaming within the media industry and wider society.

The programme engages 160 media professionals across 12 countries for a duration of 18 months. Activities include interactive, practically focused workshops; an online distance learning curriculum delivered through a series of webinar-based training sessions covering digital strategies, newsroom leadership, advocacy and campaigning; exposure to innovation models and the opportunity to work with WAN-IFRA experts to research and develop a new project, initiative or tool for the newsroom; professional community building, study tours, peer mentoring and executive twinning opportunities; and targeted master classes on specialist topics with global media leaders.



MENA participants at the April 2016 workshop in Amman, Jordan

# Media Freedom Committee Meets in Helsinki to Discuss Regional Challenges

May 2016

WAN-IFRA's regional leaders brought their teams together in Helsinki, Finland from May 2-4 for the inaugural Media Freedom Committee meeting where they discussed the challenges facing media and how they planned to move forward to find solutions.

In Africa - where participants hailed from Uganda, South Africa, Kenya and Zimbabwe - much of the internal challenges come in the form of self-censorship. In Uganda, says Carol Beyanga, the government and police are in contact with editors, informing them on their editorial decisions. And across the region, advertisers have been known to exert pressure about media content.

"You're relying on advertising so it influences what types of articles are ultimately published," says Karabo Rajuili from South Africa.

Externally, laws that limit media freedom are having a negative effect on the media landscape, while state security and terrorism issues continue to make media more vulnerable. Weak ethical standards speak to the need for training and advocacy initiatives, say regional leaders, while they also hope to work more closely with human rights groups to strengthen advocacy and media freedom, and infuse greater solidarity within the industry.

In the MENA region - with representatives from Egypt, Palestine and Syria - safety of journalists is the number one external challenge, as media professionals often face harassment, imprisonment and death. Self-censorship is also an issue, says Ghias Aljundi, where journalists are afraid for their jobs - and of society. "We live in a conservative society so some topics are sensitive to cover," he says.

In addition, the lack of real independent media makes for significant challenges, where advertisers exert pressure and influence content, and journalists are controlled by the need to work. "In Egypt, many younger journalists have no contract - only a verbal agreement," says Rana Sallam. "This affects your ability to join a journalist union and have protection."

MENA regional leaders hope to create a platform for journalists to support each other as well as a large-scale awareness-raising campaign. Training police officers on journalists' rights as well as offering support for journalists' safety would also ensure that people could cover issues independently.

When it comes to the Latin America region - where committee members came from Mexico, Ecuador and Colombia - economic interests often intertwine with

government leadership to exert control over media publications. "Economic actors control the main newspapers," says Javier Garza. "They own them and other businesses that have interests with the government, so publications must follow the official line."

Violence, intimidation, hacking and eavesdropping also continue to plague journalists in Latin America. In Mexico, a crime against journalists might appear as if it came from a criminal group so the original perpetrator is never known, while in Ecuador, journalists are often intimidated but fall short of being killed or imprisoned. "The government makes itself look like it's following the rules but actually they're controlling everything," says Mónica Almeida.

The Latin America region says it hopes it can work to create strategies to make the inaction of governments more visible and to hold them responsible when necessary. In addition, it hopes to offer more protections to journalists reporting in rural areas.

Finally, leaders in the Southeast Asia region are looking to tackle a number of structural challenges to press freedom, where Indonesia, Malaysia and the Philippines remain persistently low in the Reports Without Borders World Press Freedom Rankings. In Indonesia, there is a crisis of impunity for the deaths of journalists, which has meant that there is little or no information on the details of the 10 journalists killed there in the last decade.

In the Philippines, journalists regularly carry their own guns on assignment for protection against gangs and militia groups, and in Malaysia, the media is under serious threat due to governmental pressures that influence content. "You have to be licensed to print and that license can be revoked at any time," says Aidila Razak.

The Southeast Asia region is looking to establish a reputable regional press council to regulate media issues and try to create a sense of solidarity amongst journalists.

By the end of the meeting, the WAN-IFRA Media Freedom Committee had made several country and regional goals, which they will set about trying to accomplish over the coming months. Following the numerous brainstorming sessions and discussions about press freedom, the committee hopes to improve communication between all actors, create a sense of solidarity within the media, strengthen safety and reduce self-censorship.

*WAN-IFRA's inaugural Media Freedom Committee meeting was held in conjunction with UNESCO's World Press Freedom Day celebrations, for which WAN-IFRA was an official partner.*

# What We Do

## Media Freedom and Democracy Programme



**The Norwegian Ministry of Foreign Affairs is an increasingly important partner in WAN-IFRA's media freedom work. In 2013 the Ministry began funding a capacity building programme to strengthen independent media in Cambodia, Myanmar and Vietnam.**

Year-over-year this partnership has grown (from NOK 900,000 in 2013 to NOK 3,000,000 in 2016), with the addition in 2015 of the Women in News capacity building programme in Kenya, Malawi and Tanzania.

The Media Freedom and Democracy Programme is projected to continue until 2019 with an aimed total investment from the Ministry of NOK 9,000,000 (approximately €1,000,000).

## MBL and WAN-IFRA: A Case Study in the Power of Cooperation

The close relationship between WAN-IFRA and MBL (Mediebedriftenes Landsforening) is a testament to what can be achieved when WAN-IFRA works closely with its members in the name of media freedom.

MBL and WAN-IFRA partnered in 2012 to establish the relationship with the Norwegian Ministry of Foreign Affairs. Since then, WAN-IFRA and MBL have successfully worked as a team to strengthen this relationship and expand funding for the Media Freedom and Democracy Programme, which supports independent media in Central-East Africa and South East Asia.

Under the leadership of MBL CEO Randi Øgrey, WAN-IFRA recently embarked on an outreach strategy to engage senior Norwegian media executives in the Programme. To date, nine top media executives have pledged to commit their time as mentors, with four travelling to Cambodia, Myanmar and Vietnam in the spring of 2016 to provide on-site consultation to independent media from each country.



MEDIEBEDRIFTENE

A major contributing factor to the successful dynamic between WAN-IFRA and MBL is executive buy-in: Øgrey is a member of WAN-IFRA's Media Freedom Board, as well as the recently established Women in News Diversity and Inclusion Working Group. For Øgrey, this is a natural fit:

*“MBL members expect that we take the lead in supporting media freedom. It makes sense for us to leverage the 60+ years of experience WAN-IFRA has in promoting media freedom to help deliver on this commitment to our own members.”*



Media Professionals participants in Yangon, Myanmar





Kate Collins



Pichai  
Chuensuksawadi



Michael Cooke



Jane Davenport



Dr. Tikhala  
Chibwana



Julie Kennedy



Patrick Keaney



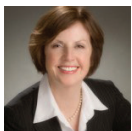
Kirk MacDonal



Suzanne Moll



Soren Svendsen



Beth Oakes



Greg Barber



Helje Solberg



Hildegunn Soldal



Ali Rahnama

The WAN-IFRA Media Freedom Brain Trust is a network of committed media professionals who help media in emerging, transitional, or post-conflict countries succeed as agents of change in their societies. Brain Trust members are active, or recently retired, media executives drawn from WAN-IFRA's extensive global membership base. While diverse in background, the Brain Trust is united by a shared mission to support media freedom and the work of WAN-IFRA globally.

It does so by contributing to WAN-IFRA's global media freedom initiatives as trainers, advisors and champions. It also provides media professionals with an opportunity to give something back to the profession by aiding colleagues who will benefit from their experience.

Members of the Brain Trust engage with WAN-IFRA's development work by sharing their expertise and insights on editorial and business matters through virtual mentoring sessions, consultancy clinics and in-person or virtual workshops. They provide strategic support to WAN-IFRA's advocacy initiatives through participation in awareness raising, lobbying and mission-related activities, and through virtual and in-person workshops.

## Join the Media Freedom Brain Trust

Our Brain Trust helps media in emerging, transitional, or post-conflict countries succeed as agents of change in their societies. Members engage with WAN-IFRA's work by sharing their expertise.

### Brain Trust members include:

**Helje Solberg**, CEO, VG TV, Norway

**Michael Cooke**, Editor-in-Chief, Toronto Star, Canada

**Pichai Chuensuksawadi**, Editor-in-Chief, The Post Publishing, Thailand

**Kirk Macdonald**, EVP Sales and Sales Development, Digital First Media, USA

**Beata Kasale**, CEO, The Voice Newspaper, Botswana

**Greg Barber**, Special Projects Director, The Washington Post, USA

**Plus many more.** WAN-IFRA continues to seek out individuals and companies to participate in the initiative. Visit [www.wanifra-braintrust.org](http://www.wanifra-braintrust.org) for more information and to sign up.

# Get Involved

## Support our Advocacy

# PROTECT JOURNALISTS

[www.ProtectOurJournalists.org](http://www.ProtectOurJournalists.org)

It is time for concrete action

It is time for journalists to work in a safe environment

**Now is the time to #ProtectOurJournalists**

An estimated 1,190 journalists have been killed since 1992. Of these, over 700 were murdered outright and their killers have, for the most part, evaded punishment. Reporting on corruption, crime, conflict, politics and human rights has proven deadly for far too many.

Through their deaths, the right to information of hundreds of millions of citizens has been sacrificed. The world's major problems, from environmental issues to jihadist violence, cannot be processed without the work of journalists.

Freedom of information is the freedom that allows us to verify the existence of all other freedoms.

In an effort to find a lasting global solution to violence against journalists, WAN-IFRA is backing the creation of a Special Representative of the UN Secretary General for the Safety of Journalists, who will have the political weight, the capacity to act quickly, and the legitimacy to coordinate with all UN bodies to implement change. Change that saves lives and keeps information flowing, for everyone.

Join WAN-IFRA and media worldwide in supporting the campaign to create this role at the heart of the UN system.

**[www.ProtectOurJournalists.org](http://www.ProtectOurJournalists.org)**

## Contact

**Andrew Heslop** Director, Press Freedom:  
[andrew.heslop@wan-ifra.org](mailto:andrew.heslop@wan-ifra.org)

**Melanie Walker** Director, Media Development:  
[melanie.walker@wan-ifra.org](mailto:melanie.walker@wan-ifra.org)

[www.wan-ifra.org/pressfreedom](http://www.wan-ifra.org/pressfreedom)  
**@FreeMediaWorld**





REPORT

Shaping the Future of News Publishing

# WINning STRATEGIES

---

Creating Stronger News Media Organizations  
by Increasing Gender Diversity

---

