

STRATEGIC PLAN

2017–2022

INSTITUTE FOR
WAR & PEACE REPORTING



INTRODUCTION



Anthony Borden
Executive Director

Founded in 1991 to support local activists and journalists in the collapsing Yugoslavia who stood against rising intolerance and hate speech, IWPR has grown into a global development organisation, strengthening local independent media and civil society voices in more than three dozen closed, in conflict and transitioning societies worldwide.

A quarter century on, our founding mission remains as vital and urgent as ever – to help local voices in areas of crisis and change to build free and fair, peaceful and inclusive societies.

The intervening years have seen local and regional conflicts, major UN and allied interventions, failing states and the rise of extremist transnational movements. They have also seen dramatic changes in the production, consumption and use of news and information and in the critical value placed on accountable governance by citizens everywhere.

The vision that mobilised us has also gone viral. Our initial idea was that people in areas of need should have the right to speak out and be heard – and that their voices could make a difference. A minority view when we started, this concept – driven by digitalisation, smart

phones, social media and the rest – now has global resonance.

Opportunity is matched by risk. The common information space long created and controlled by traditional media is a thing of the past, and an extraordinary diversity of local media and citizen reporting is filling the gap. There is more possibility than ever for local voices to make a difference.

Yet while more countries than ever have participatory political systems, violence and local conflicts persist – and more countries are now ranked not or only partially free than ever before. Non-democratic regimes and violent movements directly target independent voices. IWPR has suffered ourselves, with the terrible killings of some of our most dedicated colleagues and trainees. We have seen extremist movements turn new information technologies to their advantage, and regressive governments, demagogues and their proxies manipulate public opinion through sophisticated and inflammatory digital propaganda – truly “fake news”.



INTRODUCTION

As people increasingly become selective about the news and information they want, societies no longer share the same information space. As the power of traditional media wanes, so does its ability to promote dialogue and debate. Nation states without national dialogue become weak.

So there remains enormous work to be done.

What does this mean for IWPR? The strategy outlined here seeks to chart a fresh course for the next phase of our work.

We will respond by taking to scale the IWPR approach of driving positive change in difficult environments.

We will re-emphasize our founding concept, to provide a platform for local voices – but do so through multiple means and strategic partnerships, to have viral impact for sustainable investment.

We will enhance our commitment to supporting women, youth and marginalised voices, as key drivers for peace and equitable development.

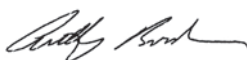
We will develop fresh ways of working in a constantly evolving environment, whether through new technologies and use of data to promote information and public debate, or through new programmatic approaches to address the rise of violent extremism and closing democratic spaces that threaten communities and stability around the world.

We will extend our cooperation to a more diverse array of partners – in media and the NGO sector, and among corporate and official bodies, locally, regionally and internationally – to help us address immediate challenges and achieve significant and sustainable impact.

This includes expanding our network of friends and supporters – participating in our Advisory Committees, engaging in events, and adding expertise, energy and resources to our efforts.

Giving voice and driving change, this strategy outlines a pathway of continuity and innovation, of core values and new partnerships, of institutional evolution and lasting social development.

We invite you to join us in this mission.



Anthony Borden
Executive Director



ABOUT IWPR

The Institute for War & Peace Reporting is an independent not-for-profit organisation that works with media and civil society to promote positive change in closed, in conflict and in transitioning societies worldwide. From home offices in the United States and The Netherlands, and our global headquarters in London, we work on the ground in more than three dozen of the world's most challenging environments.

OUR VISION

A world in which every citizen's voice is valued and heard, people's rights are recognised and protected, and communities are empowered to help build stable and equitable societies for all.

OUR MISSION

To empower local voices of professional and citizen journalists, civic activists and others so that they can make a difference in their own societies and inform positive international responses.

OUR VALUES

LOCAL. IWPR's mobilising principle, local voices provide unique insight, legitimacy and capacity to inform, analyse and drive positive change.

ETHICAL. IWPR promotes and observes the highest ethical and professional standards – of honest and objective information and of transparent and accountable operational practice.

INDEPENDENT. IWPR believes independent journalism and non-partisan civic activism are cornerstones of open societies, good governance and human rights; equally, we are an independent organisation, determining our own focus and approach.

COURAGEOUS. IWPR works in difficult and sometimes dangerous environments. Those who work on the front lines of change to build better societies – often at great personal risk – inspire us and deserve our full support.

PASSIONATE. We are profoundly committed to our vision, our work and the people we work with and aim to benefit, and we deeply believe in the potential of our efforts to change lives.

ACCOUNTABLE. IWPR respects the public and philanthropic funds it receives to undertake its work, and strives to ensure reliability, transparency, efficiency and effectiveness in stewarding these precious financial resources.

ABOUT IWPR /

OUR ISSUES

TRANSPARENCY & ACCOUNTABILITY

Accountability of governments and others in power is critical to healthy societies where citizens are able to realise their rights and have their needs addressed. Media and civil society have a crucial role to play in promoting both transparency and accountability, by monitoring and reporting on policies and actions, and by advocating for change. We support them through training, advice and resources, and by working with governments to create effective legal frameworks and to train and encourage transparency among official representatives.

HATE SPEECH & VIOLENT IDEOLOGIES

In many areas, radical ideologies target citizens with hate speech, especially young men, and encourage them to the use of violence, often against ordinary civilians. IWPR works to support alternative choices and rational thought by utilising digital and other media to help people better understand what is happening; by promoting public debate and alternative narratives through meetings, radio broadcasts and online; and by supporting analytical debate and civic education in schools, universities and social media platforms.



PEACE
WANTED

ABOUT IWPR / OUR ISSUES

PEACE & RECONCILIATION

Promoting sustainable peace and reconciliation lies at the heart of our work. IWPR works in countries affected by conflict or undergoing profound political and social transition, and we promote free, open discussion through media and public meetings and other fora. The goal is to rebuild trust, address issues at the heart of conflicts and discord, and help societies come to terms with legacies of violence and injustice.

FREEDOM OF EXPRESSION & MEDIA EXCELLENCE

Freedom of expression lies at the heart of healthy, inclusive societies where people are able to realise their rights. The capacity of citizens to voice their needs and opinions, and to discuss and challenge the views of others, is essential for democratic societies and for responsive and effective government. IWPR supports this by training media and civil society activists to effectively articulate their views, by helping them to do so safely, and by working to reform laws, media policies and structures that limit freedom of expression.

MARGINALISED VOICES

In many societies, certain groups – often including women, youth, and ethnic & religious minorities – are excluded from public debate; they are unable to make their voices heard or to influence decisions that affect them, their families and communities. To help strengthen these voices, IWPR works with groups that represent marginalised populations to articulate their own messages effectively, supporting and encouraging media to reflect their views and experience, and helping them to express and disseminate their views directly.

FACT FILE

Committee to Protect Journalists

- ▶ At the end of 2016 there were 259 journalists in jail, the most ever documented by CPJ. Meanwhile, violent forces--from Islamic militants to drug cartels--have exploited new information technologies to bypass the media and communicate directly with the public, often using videos of graphic violence to send a message of ruthlessness and terror.
- ▶ It is important to keep in mind that the upsurge in violence and repression against the media, and the development of new strategies of repression, are responses to the liberating power of independent information.
- ▶ 48 Journalists Killed in 2016, and 8 so far in 2017.
- ▶ "More journalists have been killed or kidnapped in the last three years than in any period since we began keeping records," said CPJ Deputy Director Robert Mahoney.
- ▶ According to the 2015 Index, Somalia, Iraq, and Syria were among the worst countries in the world in terms of impunity for crimes committed against journalists.
- ▶ Twenty percent of the journalists killed in 2016 were freelancers.
- ▶ In line with historical trends, nine out of 10 journalists killed were local, not foreign.



ABOUT IWPR /

OUR THEORY OF CHANGE

We promote a model in which diversity and voice contributes to greater social cohesion, both horizontally (intra- and inter-community) and vertically (social contract between citizens and government).

If societies have greater space and capacity for freedom of expression,



and media work in effective coalition with civil society to promote public dialogue and civic engagement,



then governments and non-state actors will be more likely to be held accountable for their actions and more responsive to citizens' calls for change.



Accountability is a crucial driver of good governance and respect for human rights, which is the underpinning of peace, stability and equitable development.





ABOUT IWPR /

OUR PEOPLE

IWPR is an international network of media, civil society and not-for-profit development professionals. Our ‘beneficiaries’, the people we are here to assist and who are the reason the organisation exists, are thousands of courageous local reporters, citizen journalists, human rights and civic activists in areas of crisis, conflict and change around the world.

IWPR’s work is enhanced and made possible by strategic and programmatic partnerships with a wide range of local media, human rights and civil society groups, international development groups, and major international media and corporate partners. We are supported by a diverse group of private individuals, foundations and governmental development agencies, foreign ministries and multilateral organisations. We operate in three dozen countries and territories around the world, working from field-based coordinating centres, local offices and country-based representatives.

The organisation is comprised of three not-for-profit divisions, based in Washington, D.C., Amsterdam and our founding base in London. Each division is led by its own Board of Trustees, which are made up of media, human rights, and business/finance professionals. The Boards are joined by an International Network Agreement and together form the IWPR International Board, led by Sir David Bell, formerly longstanding chairman of The Financial Times. Our staff, of approximately 150, bring decades of experience in journalism and international development. Advisory Committees based in London, New York, San Francisco and Amsterdam gather larger constituencies of friends, patrons and advisors to support, advice and promote our work.

IWPR is funded by private contributions and foundations and programmatic support from government development and cooperation agencies, foreign ministries and multilateral institutions.

FACT FILE

Article 19

- ▶ Arbitrary arrests and detention are a priority concern for journalists’ safety. UNESCO estimates at least 221 such cases worldwide in 2014 alone.

Freedom House Reports

- ▶ Global press freedom declined to its lowest point in 13 years in 2016 amid unprecedented threats to journalists and media outlets in major democracies and new moves by authoritarian states to control the media, including beyond their borders.
- ▶ Only 13 percent of the world’s population enjoys a Free press—that is, a media environment where coverage of political news is robust, the safety of journalists is guaranteed, state intrusion in media affairs is minimal, and the press is not subject to onerous legal or economic pressures.
- ▶ Forty-five percent of the population lives in countries where the media environment is Not Free. The world’s 10 worst-rated countries and territories were Azerbaijan, Crimea, Cuba, Equatorial Guinea, Eritrea, Iran, North Korea, Syria, Turkmenistan, and Uzbekistan.
- ▶ Authorities in several countries in sub-Saharan Africa, the Middle East, and Asia extended restrictive laws to online speech, or simply shut down telecommunications services at crucial moments, such as before elections or during protests.



ABOUT IWPR /

WHAT WE DO

IWPR strengthens local independent and democratic voices at the front lines of conflict and transition so they can drive positive change. In many of the world's most challenging environments, IWPR works at the cross section of media, civil society groups and human rights advocates to strengthen freedom of expression, give platforms to constructive and responsible perspectives, and empower local populations to drive positive change.

We contribute to peace and good governance by strengthening the ability of media and civil society to speak out and be more effective advocates for sustainable change. We do this by providing ongoing mentoring and providing platforms for professional and citizen reporters; building up the institutional capacity of media and civic groups; and working with independent and official partners to remove barriers to free expression, robust public debate and citizen engagement.

Our program model creates long term engagement with grassroots' partners ranging from independent print, digital, radio and TV media, to human rights and women's groups, local communities of citizens, to schools, universities, and research institutions.

IWPR has established sustainable independent media networks that are now locally owned and self-sustaining sources of in-depth news and analysis. We have trained and mentored generations of professional reporters in challenging environments such as Afghanistan, Iraq, Iran, Syria and the Balkans.



ABOUT IWPR / WHAT WE DO



Much of IWPR's work focuses on giving voice to those who might not otherwise be heard. Targeted programming in countries as diverse as Pakistan and South Sudan promotes the voices of women in conflict zones by training female journalists and providing them with effective media platforms. IWPR projects in the Middle East support young social media activists with critically needed digital security training. Programs in the South Caucasus and Burma promote integration of ethnic and religious minorities as well as refugees fleeing conflict in neighbouring states.

IWPR has extensive experience working in closed societies and one party states – including North Korea, Vietnam and Cuba – supporting networks of independent reporters and citizen voices to provide reliable information and fresh insight despite extreme pressures. Frontline conflict reporting has enhanced understanding of justice processes and investigated rights violations and atrocities in areas of war.

IWPR maintains a significant presence on the ground in volatile regions ranging from Afghanistan to Syria, with a global staff of more than 150 working on the ground across Sub-Saharan Africa, the Americas, Asia, Europe/Eurasia, the Middle East & North Africa.

FACT FILE

2016 Funders' Initiative for Civil Society

Challenging the Closing Space for Civil Society: A Practical Starting Point for Funders

- ▶ Since January 2012, more than 100 laws have been proposed or enacted by governments aimed at restricting the registration, operation, and funding of non-governmental organisations (NGOs)
- ▶ While the nature of restrictions varies, common elements of restrictive laws include: increased powers for governments to decide which NGOs can register; increased scrutiny of NGOs' activities and sources of funding; and in some cases, a requirement for government approval for those seeking cross-border funding. Laws are often vague, allowing governments to disrupt or block the registration, operation or funding of NGOs on the grounds of 'national security', 'economic interests', 'sovereignty' and 'morals and values', and leaving NGOs with limited recourse against these decisions. This allows governments to use the laws in a politically motivated way to stifle or silence specific groups.

ABOUT IWPR /

OUR EXPERTISE

IWPR brings 25 years of organisational experience supporting journalists, media and civil society in some of the most difficult contexts around the world. IWPR staff members are all experts in their fields with deep experience of the countries and issues on which they are working.

IWPR has particular expertise in the following areas:

PROMOTING LOCAL FRONTLINE CONTENT

IWPR has an international reputation for its long-standing record of identifying and training, nurturing and providing platforms for some of the most courageous, independent and forthright local reporters around the world. From the Balkans and Afghanistan, Iraq, Syria and beyond, IWPR builds intensive personalised connections of trust and support, and helps local voices to speak out and be heard. Many of IWPR local colleagues have received prestigious awards for courage, excellence and human rights reporting.

CONFLICT-SENSITIVE JOURNALISM & INVESTIGATIVE REPORTING

IWPR was founded by journalists and many of our staff have been journalists or media professionals who have reported from conflict zones. We specialise in conflict-sensitive journalism, which reports on and explores issues driving the conflict and ensures that victims and those seeking solutions are given a much stronger voice. We enhance basic reporting skills and also train journalists in investigative reporting that promotes accountability and contributes to public debate.

LINKING CIVIL SOCIETY ORGANISATIONS & MEDIA

We work with both civil society organisations (CSOs) and the media and have particular expertise in building linkages between the two. In many contexts, civil society has a poor understanding of how the media works and how more effective communication strategies can support their work, whilst the media may not be fully aware of the depth of knowledge and experience in the CSO sector. As well as providing training, we actively support the building of networks and coalitions that advocate for freedom of expression, government transparency and accountability.





ABOUT IWPR / OUR EXPERTISE

BUILDING THE CAPACITY OF CIVIL SOCIETY ORGANISATIONS

IWPR works closely with civil society to advance democratic, inclusive values and promote government transparency and accountability. In many of the places we work, CSOs are emerging and only partly formed – expert in issues of local concern and deeply rooted in the community, but new to running a small organisation and conveying their message through effective communications strategies and advocacy. IWPR supports CSOs to strengthen their operations and work in solidarity with other civil society actors, with a particular focus on bolstering their external communications and media work.

DIGITAL SECURITY

A new generation of journalists, human rights defenders and civil society leaders have found an extraordinary tool in the Internet. But access to online tools has also left activists vulnerable to new methods of surveillance, suppression, censorship and risk. IWPR is a leading innovator and provider of tailored digital security support, based on over five years' experience of doing so in the Middle East and North Africa. We have a global network of experienced digital security trainers, able to operate in a variety of languages. Our approach is to work on both individual and organisational security. We have developed gender-based regional threat models and needs assessments and have produced training materials in Arabic and Spanish.

FACT FILE

Reporters Without Borders

- ▶ The 2017 World Press Freedom Index compiled by Reporters Without Borders (RSF) shows an increase in the number of countries where the media freedom situation is very grave and highlights the scale and variety of the obstacles to media freedom throughout the world.
- ▶ Over 787 journalists and media personnel were killed while exercising their profession over the last 10 years.

OpenDemocracy.net

- ▶ From 1993 to 2012, 39 of the world's 153 low and middle-income countries enacted restrictive laws on foreign funding to civil society organisations, both domestic and international.

United Nations

"The space for meaningful participation in many of our societies – from repressive authoritarian regimes to the "traditional" democracies – has been hijacked. Sometimes this is done structurally, through repressive legislation that closes off the democratic space. Other times it is blunter through threats, persecution, and even brute physical force against people who dare test the boundaries of participation. Either way, the message is clear: Those in power often don't want to hear what we have to say. They don't want to upset the status quo, even if that status quo is catapulting us towards obliteration."

Maina Kiai

UN Special Rapporteur on the rights to freedom of peaceful assembly

ABOUT IWPR /

WHAT MAKES US DIFFERENT

Local people, local expertise. IWPR establishes deep local connections within the countries where we work. We seek long-term engagements to ensure that we build strong partnerships, effective working relationships and extensive on-the-ground networks. Above all, we work on the basis of trust developed over time. Our country programmes are typically led by expert and passionately committed national staff who have a stake in the country. We seek to support our networks of courageous local voices for the long term, aiming to provide assistance tailored to what they need most in the form – and the languages – suiting them.

FRONTLINE CONTENT

IWPR is a recognised leader in identifying and supporting excellent local independent reporters and democratic civic voices and assisting them to produce revelatory frontline content, providing frontline information, local perspectives and other unique content vital for understanding diverse conflicts and other challenging environments.

PROMOTING DIALOGUE

Our purpose is to promote effective public discussion of challenging issues, particularly those that drive division and conflict, such as issues that underlie ethnic and sectarian strife. We support journalists and media, but also public and community debates, civic education and the communications work of civil activists.

NIMBLE & RESPONSIVE

We have the staff and expertise to enable us to respond to developing situations around the world, but remain committed to the flexible approach demanded by the environments in which we work.

MENTORING & PARTNERSHIP

IWPR's media development and training initiatives are distinguished by deep partnerships, close personal relationships and long-term mentoring engagements. IWPR avoids short-term interventions based solely on workshops, preferring extensive opportunities for building skills through experience and shared learning.



ABOUT IWPR / WHAT MAKES US DIFFERENT

INNOVATION, CONTEXT-SPECIFIC

We always tailor our programmes and interventions to the context, utilising innovative approaches and technologies demanded in a fast-changing environment. While we have a great depth and breadth of experience, we don't believe in a one-stop approach. Each context requires a flexible, unique approach, informed by international best practice.

FLEXIBILITY & LEARNING

Long-term sustainable impact requires changes in both policy and practice. As well as working with journalists and civil society organisations, we have developed a track record of engaging with governments and policymakers in order to change laws, policies and frameworks to promote freedom of expression and support progressive media regulation.

VIBRANT PLATFORMS

IWPR programming provides diverse platforms for independent voices to have direct impact. Through our website, social media, partnerships and the media organisations that we found and support, we provide a variety of local, national, regional and international platforms for stories and voices that would otherwise not be heard.

FACT FILE

Carnegie Endowment for International Peace

- ▶ At the core of most governments' efforts to limit external support for independent civil society are legal measures to restrict or ban foreign financing of domestic NGOs. Such measures have multiplied rapidly in recent years. In a 2011 CIVICUS survey of civil society organisations in 33 countries, 87 percent identified national or internal factors constraining funding.

International Center for Not-For-Profit Law

- ▶ Since 2015, more than 64 laws have been put forward or enacted by governments that restrict NGOs' ability to register, operate, and receive foreign funding.

ForeignAffairs.com

- ▶ Governments have found new ways to restrict public political space and suppress information. And those regimes are sharing lessons learned; in the last few years, for example, numerous governments have mimicked or copied laws enacted in other countries that seek to shrink the administrative and legal space in which NGOs work, from Russia to Kyrgyzstan, from Ethiopia to Kenya. Such laws make it administratively difficult to get registered with the government, hold events, or start new programs.

STRATEGIC OBJECTIVES 2017-2022

Over the next five years, IWPR will strengthen and extend our mission to empower local voices to make positive change. We will continue to work in countries undergoing conflict, crisis and transition to enhance the free flow of information and robust public debate as a means of mitigating conflict, contributing to good governance and enabling citizens to participate in decision-making.

Our strategic objectives over the period will be to:

#1

Extend networks of those we support, especially women, youth, minorities and moderate voices in extreme environments

#2

Strengthen the ability of local media and local civic voices to drive positive change in societies under stress

#3

Support content production and expanded media platforms for local voices to have impact in-country, regionally and internationally

#4

Enhance the capacity and security of local media and civil society groups, especially those under attack

#5

Increase IWPR's capacity to deliver our mission, diversify financial support and invest in people and ideas

STRATEGIC OBJECTIVES 2017-2022

#1

Extend networks of those we support, especially women, youth, minorities and moderate voices in extreme environments

Critical local voices have never been more important, yet they are under attack as never before. Responding to the dramatic shifts in the information and media landscape and empowered by technology as well as the spread of skills, local voices around the world in countries undergoing crisis and change are speaking out to provide information, challenge officials and engage in debate. But authorities and others are fighting back, and the space for free expression and reliable, critical information is under fierce attack.

Moderate local voices are therefore working under extreme pressure and great risk. These are peace advocates and democratic activists seeking to combat hate speech and extremism. They are the marginalised voices of minority communities, seeking to secure rights and justice. They are women and youth, engaging in public life to transform societies and expand opportunity. They are the purpose of IWPR, the heart and soul of the organisation, and supporting them is our sacred mission.

IWPR will expand its network of those we support. We aim to extend our networks in key regions, both to provide support and assistance and to inform and feed into our own work and strategic planning.



We will do this guided by four key approaches:

EXPANDING MEDIA NETWORKS

IWPR's primary partners, its main beneficiaries, are local media, both individual journalists and key media organisation partners. IWPR will expand this network, through active programmes, through content-production relationships and other means. The aim is both to expand the number of supported journalists, and to establish an IWPR Global Voices Network as a resource for content, programming and crisis alerts.

BUILDING CIVIL SOCIETY LINKS

Civil society activities and citizen journalists give direct voice to citizens to share information, advocate on issues and build constituencies for change. IWPR will expand its network of civil society activists and organisations, with a focus on women, youth and marginalised communities, including LGBTI. These networks will provide input into project design, participate in project activities, and gain access to IWPR and local platforms so their voices may be heard.

STRENGTHENING REGIONAL PRESENCE

IWPR will take a regional approach to developing its networks of local voices. We have particular strengths in the Middle East and North Africa, in Eurasia and Asia, and in parts of Latin America. IWPR enjoys excellent networks in some areas of Africa but, in a vast region, needs to expand this in several key areas. IWPR's historic networks in the Balkans and elsewhere in Eastern Europe need to be refreshed. IWPR will confirm its commitment to each region, map out a Regional Network Plan, and establish or extend relationships for local voices in these areas.

STRATEGIC INTERNATIONAL PARTNERS

IWPR will expand its capacity for impact, and extend its networks of local voices, by establishing key strategic relationships with a core group of international partner media, development groups and other organisations. These relationships will inform our work, assist us to extend our networks of local voices, and enable us to link local voices with partner networks to provide access to broader platforms, related programmes or other opportunities for support.

As a result of our work we expect to see:

- An expanded network of local voices engaging with IWPR, informing our work and gaining benefit through engaging in IWPR programming and platforms;
- IWPR able to provide increased and more targeted support for local media and civil society activists in areas of crisis and conflict around the world.



STRATEGIC OBJECTIVES 2017-2022

#2

Strengthen the ability of local media and local civic voices to drive positive change in societies under stress

In societies under stress, journalists and civic activists face many obstacles. Authorities impose regulatory interference, fuel extremism, and support intimidation and assassination. Yet in uniquely challenging circumstances, local voices typically face a further challenge: a lack of expertise. Without a healthy information landscape, courageous frontline local voices have not had the benefits of education, training and experience to assist them in their efforts.

Whether a society is struggling to emerge from dictatorship or descending into open conflict, local journalists and civic activists need support and mentoring to build skills, expand reach and achieve impact. An extensive body of experience and expertise – developed in established democracies but also forged in other countries which have endured conflict and crisis – can be shared with frontline voices of change to help them research and report, build partnerships and expend support, and achieve audience and make a real difference.

Training takes time, and the sustainable transfer of skills requires lecturing and listening, mentoring and partnering. The range of areas extends from basic journalism to advanced data journalism and investigative reporting; it incorporates safety and security techniques, cooperation between media and civil society, and multi-format media and social media skills.



In strengthening the expertise of local voices, IWPR will focus on four areas:

BUILDING SKILLS AMONG LOCAL JOURNALISTS

A core component of IWPR's efforts, we assess requirements and provide journalists with the key additional skills they need to have impact: from ethics and elections, financial, good governance and human rights reporting, digital security hygiene and working in hostile environments. We also support expertise in media management and business – turning a profit can be key to being able to provides reporters with the resources and editorial freedom to empower them uncover a vital story.

ENHANCING COMMUNICATIONS BY CIVIC ACTIVISTS

In changing societies and amid an evolving global media landscape, civil society groups, civic activists and citizen journalists have a critical role to play, providing information and engaging public debate. They are key media partners, and IWPR will assist them in reporting and communications skills, as well as specific approaches to working with the media.

GIVING VOICE TO PEOPLE & INSTITUTIONS

We will help journalists and media organisations connect with, and represent, a diverse range of voices from across society, from civic organisations and grassroots communities, to business leaders and government officials, including approaches to improving official transparency.

PEACE REPORTING & COMMUNITY DIALOGUE

We will work to strengthen the expertise and ability of journalists to understand issues affecting societies in conflict and marginalised populations and communities at risk – to report accurately and in depth, and to strengthen positive responses to violence and injustice. This includes conflict sensitive journalism as a confidence-building measure, as a means to reduce extremism and establish bridges across community divides, and to develop constructive solutions to shared problems.

As a result of our work we expect to see:

- Increased expertise of frontline local journalists, citizen reporters and civic activists in producing reliable information and critical debate, and achieving impact;
- Increased public access to reliable, balanced and constructive information on key issues on human rights, governance and government accountability;
- Increased awareness in society at a large and enhanced ability to share, organise and collectively press for positive democratic change;
- Reduction in extremist, exclusivist and violent viewpoints.



STRATEGIC OBJECTIVES 2017-2022

#3

Support content production and expanded media platforms for local voices to have impact in-country, regionally and internationally

With traditional media facing existential challenges, societies have lost their central sources of information and debate. This allows very diverse actors – non-state and state, for good and ill – to play an increased role in reaching and impacting populations. It also leaves countries without a sense of a shared, common narrative. Around the world, societies seem more sharply divided than ever – in established democracies and developing and transitional areas – in large part because the information landscape itself is so sharply divided.

Vast swathes of this content is propagandistic, radicalising and fact-free. Governments around the world are increasingly creating platforms to generate and shape information in pursuit of their interests. 'Click-bait' headlines provide shock value but no substance. Where professional journalism does exist, it prioritises speed over substance, and invests precious little in expertise, sustained focus and in-depth reporting. Yet the explosion of social media and the sophistication of digital technology and content platforms allows exponentially more possibilities than ever for critical local voices to be heard – and to impact audiences of scale.

In this environment, the quality of content – critical and fact-based, reliable, revealing and constructive – is more important than ever.



IWPR will continue and expand its renowned efforts to support the production of local content to international standards, and help extend diverse platforms so that it can have impact, including:

CONTENT PRODUCTION

We will support the production and dissemination of the highest quality journalistic content from local voices that informs, educates, challenges and promotes critical analysis and debate. IWPR supports content in local languages to reach the populations that most matter, and works across all formats. IWPR will also increase its capacity for parallel international distribution, to give local voices and international platform, strengthening them and contributing to international understanding.

DISTRIBUTION PLATFORMS

IWPR strengthens local platforms for the distribution of professional, critical content. This means establishing local media operations, assisting them to create and improve publications, broadcasts and online sites, and establishing and scaling the dissemination of content via social media such as Facebook. IWPR will also enhance its international distribution partnerships, as well as its own online platforms, to increase the global impact of local voices and mobilise increased support for their efforts.

DIALOGUE AND DIVERSITY

IWPR will support informed public debate on key issues – particularly those that drive conflict – through mainstream media channels, emerging digital technologies and social media, well as public events, to challenge extremist content and hate-speech and unite fragmented and divided communities. IWPR will highlight frontline content, moderate voices and the marginalised, with a focus on women and youth.

As a result of our work we expect to see:

- Increase in quality critical content produced by local voices with increased reach and impact, locally, regionally and internationally through multiple formats and traditional and new media channels;
- Increased presence of local voices within international media, through appearances, publications and interviews, reaching decision-makers, opinion-formers and the general public;
- Increased opportunities for local voices from diverse communities and regions to produce content and reach widespread audiences;
- Divisive exclusive hate-speech and extremist viewpoints challenged by extensive critical content produced by local voices and disseminated widely.

STRATEGIC OBJECTIVES 2017-2022

4

Enhance the capacity and security of local media and civil society groups, especially those under attack

In many countries, the potential of critical media and engaged civil society voices is undermined by the institutional environment in which they work. Professional media production and vibrant civic activity require a level of institutional capacity and effectiveness, resource mobilisation and management, and safety and security. In contexts of poor and/or corrupt economies, hostility and simmering threats if not open conflict, and often challenging physical circumstances, local voices often struggle to make the scale of impact that they could because of the weak or threatened institutional capacity of local media or civic groups, including lack of financial resources. Local voices may be passionate and committed, but they need some stability and efficiency in their places of work, and well-functioning local institutions provide the best base to establish sustainable impact.

IWPR strengthens the institutional capacity of local media and civil society groups so they can operate more effectively, so individuals working with them can have the best support available, and so the impacts of IWPR's engagements can have long-term impact. Local media organisations that are able to secure financial stability will be less vulnerable to influence from local business advertisers, often openly supportive of and swayed by government interests. Civil society groups with clear strategic advocacy plans will have a stronger likelihood of impact, and of securing continuing support. Safety and security are essential for individual local voices and local groups to be able to function.



IWPR will strengthen the institutional and operational capacity of local groups in three key ways:

MANAGEMENT TRAINING & BUSINESS PLANNING

IWPR works with and through local media and civil society groups, and provides an extensive array of advice on business planning and income generation, SWOT analysis, financial controls and management. This support is often essential to ensure the groups' own systems are compliant with IWPR's policies and financial management procedures, and results in stronger, more stable and effective local groups. As we work with more local groups, the scale of this work is expanding significantly.

SECURITY & DIGITAL SECURITY SUPPORT

Around the world, local groups and any local voices seeking to speak out are at exponentially increasing risk from both physical and digital security threats. IWPR is an international leader in providing training and training of trainers for hostile environment and first aid training (HEFAT), and in supporting digital security assessment and training. IWPR will address this vital and growing area of need, to help courageous local voices and local groups operate as safely and securely as possible.

STRATEGIC ADVOCACY & COMMUNICATIONS TRAINING

Local civil society groups have unique commitment, access and understanding of local needs, but often lack appropriate communications capacity and strategic approaches to building constituencies for real change. They tend frequently as well to have poor relations with the media. IWPR will increase its work with local civil society groups to help them build strategic advocacy plans and put in place targeted communications strategies, including cooperative relations with local media, in order to enhance impact and improve their own institutional stability.

As a result of our work we expect to see:

- **Strengthened local media and civil society groups, more institutionally effective, financially stable and with clearly strategic objectives and plans;**
- **Improved safety and security procedures for local groups, including an increased number of local trainers able to cascade best security practices;**
- **Increased IWPR programming and capacity in physical and digital security, to 'mainstream' security support within all our programmes as appropriate;**
- **Enhanced sustainability, security and impact of local media and civil society groups in areas of crisis, conflict and change around the world.**

STRATEGIC OBJECTIVES 2017-2022

#5

Increase IWPR's capacity to deliver our mission, diversify financial support and invest in people and ideas

To take forward our vital mission, and achieve its ambitious strategic objectives, IWPR must be fit for purpose – addressing key institutional requirements, identifying opportunities and required expertise, and mobilising the human and financial resources necessary so we can make a real difference in some of the world's most challenging environments around the world.

We identify five primary areas for building IWPR's own institutional capacity:

INVESTING IN PEOPLE

We will nurture and grow the people who are IWPR, so that they can contribute to our work and our mission to the highest levels. This will include:

- **A high-performing Board.** We will recruit new members and develop existing ones to ensure the Board provides the needed skills, experience and commitment.
- **Staff training and development.** A healthy organisation ensures staff development, and we will ensure our people have access to opportunity for personal growth and learning, including improvement in appraisal systems and ongoing training.



STRATEGIC COMMUNICATIONS

IWPR must improve its institutional communications, and we will develop a communications strategy, recruit new communications staff and roll out specific communications plans to ensure that we are regularly informing stakeholders, governments and the public about our mission, our results and our recommendations.

INCOME DIVERSIFICATION & STEWARDSHIP

To support ambitious strategic objectives, we must increase our income in a sustainable way and diversify our donor base to include funds from non-governmental donors, increasing the proportion of flexible, unrestricted funds:

- **Private & foundation (core) income.** We will build new relationships to increase our income from foundations and individuals, with a focus on raising unrestricted funds critical to support new project development, crisis response, and capacity building.
- **Programme grants.** We will strengthen relationships with existing donors and build new links, in North America and Europe, to strengthen programme sustainability and enhance thematic and cross-regional proposals, such as women and digital security.
- **Stewardship.** We will further strengthen financial systems and ensure all finance and programmes staff are highly skilled and regularly mentored so they can administer charitable funds and maintain full compliance with statutory and donor regulations.

MONITORING & EVALUATION

An effective not-for-profit continually monitors impact and effectiveness. We will continue to refine and develop systems and structures to record and measure the results of our work, and to promote reflection and learning:

- **Data capture.** We will invest in monitoring and reporting systems to capture the information needed to support our reporting to donors and other stakeholders.
- **Learning and sharing.** We will invest in systems to ensure we are a learning organisation, where programmes and staff benefit from experience across IWPR, and link as well with friendly partner organisations in the field.

TECH & INNOVATION

It is vital that IWPR is at the forefront of evolving technologies that can strengthen and amplify local voices, while equally remaining constantly aware of new and emerging risks, for example of digital security. New mobile technologies, big data and malware are all key factors that can transform IWPR's programming and benefit or threaten the local voices we support. IWPR will invest specifically in innovation and remaining at the cutting edge of technology risks and opportunities, including strategic partnerships.

As a result of our work we expect to see:

- **IWPR able to undertake its mission and pursue its ambitious objectives with confidence, carefully stewarding its resources, with a stable and diversified funding base, strong and supported team, innovative approaches to technology, learning and assessment and robust global communications for its vital message.**

INSTITUTE FOR WAR & PEACE REPORTING



IWPR EUROPE

48 Gray's Inn Road | London WC1X 8LT
Tel: +44 (0)20 7831 1030 | Fax: +44 (0)20 7831 1050

IWPR NETHERLANDS

Kleine Gartmanplantsoen 10 | 1017 RR | Amsterdam
Tel: +31 (0) 207 546 536

IWPR UNITED STATES

729 15th Street, NW | Suite 500 | Washington, DC 20005
Tel: +1 202 393 5641

IWPR.NET



Institute for War & Peace Reporting is registered as a charity in the United Kingdom (charity reg. no: 1027201, company reg. no: 2744185); in the United States as a not-for-profit organization with tax-exempt status under IRS section 501(c)(3); and as a charitable foundation in The Netherlands.

© INSTITUTE FOR WAR & PEACE REPORTING 2017

