

IMPACT REPORT

A message from the Director

When a small newsroom benefits from newfound tools that helps it retain its journalists and not lose them to other industries. When a journalist decides to stay in the profession after a Fojo course on sustainable leadership. When legislation improves as a result of a change initiated by participants in a Fojo-led project. Then it is easy to be proud as a director. The Fojo Media Institute, which turned 50 last year, continues to be a bright and inquisitive organisation. An organisation that explores the world with like-minded people and believes that change is possible for a democratic and sustainable world.

What you now hold in your hand is Fojo's first impact report and another step in our efforts to increase our internal learning about what works and what doesn't. A way to hold ourselves accountable to both funders and other stakeholders. 72 per cent of the world's population - 5.7 billion people - currently live in an autocracy. Progress towards a more democratic world has been wiped out and we are now back to 1986 levels. It is easy to despair and give up when you hear these figures. But let's do the opposite: fight. Let us use knowledge and experience to learn from each other, network and spread good examples like ripples. We must act as stubborn optimists. After all, who would have remembered Martin Luther King if he had said he had a nightmare?

This is also where journalism comes in. Journalism that exposes abuses, holds those in power accountable and points to possible solutions for a democratic and sustainable world. 2022 was the year Fojo launched

the Sustainable Journalism Partnership, a partnership that has hundreds of members: individual journalists and researchers, but also many media organisations and media companies. It was also the year in which we adopted a new strategy based on the concept of sustainable journalism, the year in which we carried out a major internal reorganisation to further strengthen our ties to the regions of the world where Fojo works and the year in which we began to seriously measure long-term impact, not just short-term results, of our work. Together in partnerships, but also in individual training programmes and development cooperation, Fojo builds knowledge and new experiences, acts as the bridge between academia and practice, and strengthens journalism to take its important place in a democratic and sustainable society. We will keep doing this for another 50 years!



Kersti Forsberg
Director Fojo Media Institute



PHOTO: MAX ALM-NORELL



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Fojo's work at a glance

We see journalism as an inalienable part of a democratic and sustainable society.

Fojo Media Institute was established in 1972 to strengthen and develop journalism and media in Sweden. For the last 30 years we have also worked internationally, primarily in Eastern Europe, the Western Balkans, sub-Saharan Africa, South America and Asia.

Fojo has since its establishment trained over 60,000 journalists from more than 100 countries and assisted and supported media

organisations and media houses in over 35 countries, all in partnership with likeminded organisations.

We have a unique position: while part of the Linnaeus University, we also work closely with the media industry and media professionals, functioning as a bridge between academia and practitioners. Our extensive work with journalism education and educators around the world serves to

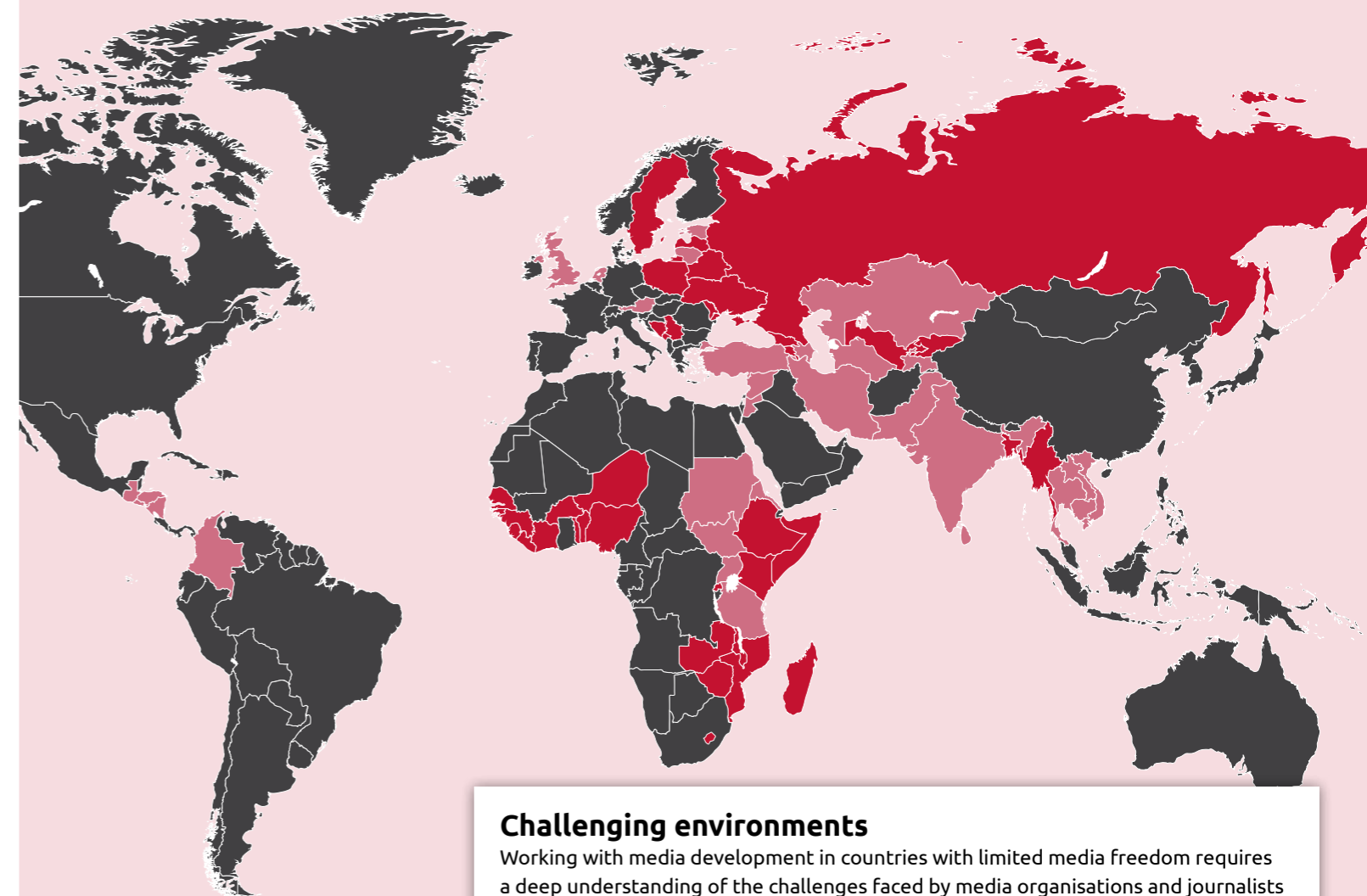
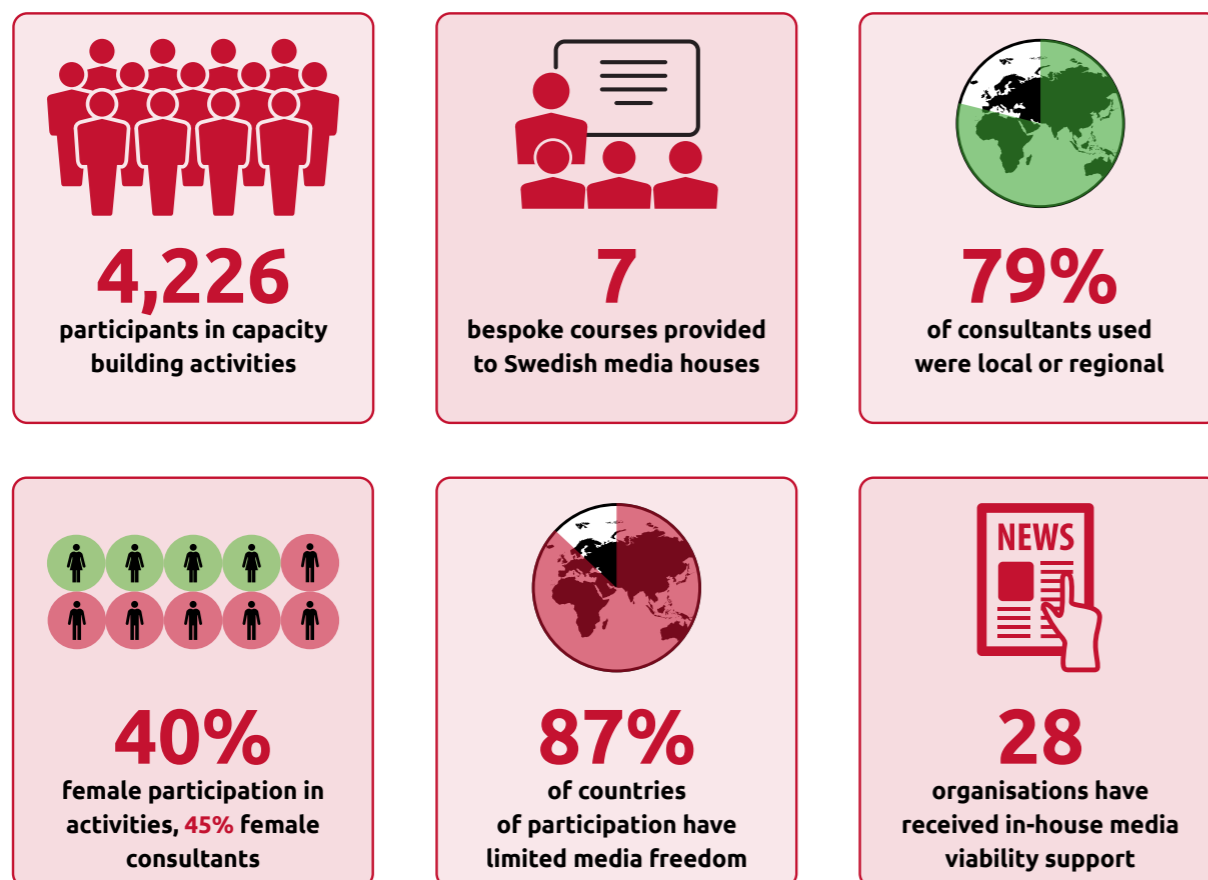
secure a future of journalists able to meet the demands of the public and the profession. The production process for journalism is constantly changing and journalists need to acquire new skills to ensure the sustainability of the field.

Our approach is partnership-based, comprising collaborations with other academic institutes, the media industry and civil society. Geographically, the collaborations span Sweden, the Nordics and the institute's international operations. Fojo works with local partners, ensuring that the work is needs-led and relevant to local contexts.

Working to strengthen local capacities, Fojo uses national and regional experts as far as possible and engages in initiatives to develop regional knowledge and resource hubs. This approach contributes to sustainability: socially, environmentally and financially.

Our international work is long-term to ensure its sustainability. We have strong relationships with our funders and an open dialogue about how funding and programming can achieve the greatest impact, be better coordinated and more responsive to local needs.

Some numbers from 2022:



Challenging environments
Working with media development in countries with limited media freedom requires a deep understanding of the challenges faced by media organisations and journalists in those countries, as well as a commitment to supporting them in the face of those challenges. Fojo works closely with local partners and stakeholders to develop strategies that are appropriate for the local context. To protect our partners and the journalists and media workers we support, it is essential to keep a low profile in much of the work that we do.

Quality education key to sustainable journalism

Universities are key actors in the establishment of quality education for journalists but also for the development of research and as a platform for a discussion around the role of media in society.

A vital part of improving journalism education is establishing networks between universities, both on a national and regional level, so that these institutions can learn from each other about best practices in education as well as contribute to joint further research on this topic.

Fojo, under the CHARM programme, has since the year 2020 supported the creation of the African Journalism Education Network (AJEN). AJEN brings together educators from across sub-Saharan Africa to strengthen journalism education on the continent and ultimately improve the quality of journalism.

The work has been delivered through close collaboration with the Wits Centre for Journalism, University of Witwatersrand, South Africa. The network held its first in-person roundtable meeting in September 2022, bringing together 42 journalism educators from 16 countries across the continent. The theme was “From the classroom to the African newsroom” and looked at how journalism education relates to the realities of practical news-work as it is evolving in Africa and what new skills graduates require to face the challenges of digitisation and information inequalities.

In November, Fojo arranged a visit between universities in Rwanda, Ethiopia and Somalia aiming to increase cooperation and exchange between journalism educators in the East African region. During the visit, the first steps were taken towards a more formal partnership by setting up an agreement with a set of resolutions made to one another.



Participants from nine universities providing journalism education in East Africa took part in the exchange aiming to improve the quality of journalism education, research and discourse on media in society. During the visit, the first steps were taken towards establishing a more formal partnership. From left to right: Hassan Sheikh Omar Mohamud, Somalia National University (SNU), Dr. Mulatu Alemayehu, Addis Ababa University, Omar Abdi Mohamed, SNU, Abdulkadir Mohamed Diesow, SNU, Nageye Ali Khalif (back), SNU, Hiwot Yohannes (front), Hawassa University, Zelalem Tesfaye, Bahir Dar University/Ethiopia Journalism Educators' Network and Dr. Getachew Tilahun, Jimma University. Fiti Alemu from Bahir Dar University/Ethiopia Journalism Educators' Network was part of the exchange but is not present in the picture.

Measuring progress

This impact report is Fojo's first annual analysis of our impact and results across the organisation.

Our organisational strategy 2022-2025 outlines our strategic objective for the period. Working with partners, we strengthen journalism that contributes to the sustainability of the media and society; safeguards its independence; and holds power to account.

We believe that it is now more important than ever to strengthen public access to reliable information. Doing this will require increased collaboration between journalists, media publishers, civil society, researchers, state actors and the business community in both rich and poor countries. We will do this by focusing on four strategic goals:

1 The further development and dissemination of the concept sustainable journalism.

2 Strengthening the ability of journalists and media producers to produce sustainable journalism.

3 Collaboration with media producers to further develop sustainable economic models.

4 Strengthening Fojo's internal systems, procedures and specialist competencies and creating a diversified, long-term funding model to implement this strategy.

As part of Fojo's restructuring in September 2022, we established our very first impact team. The team ensures that the impact of Fojo's work is monitored, evaluated and communicated. 13 indicators specific to the strategic results and four cross-cutting key performance indicators (KPIs) were developed, building insight on our impact as an organisation.

2022 will serve as a baseline, presenting relevant and available data for our indicators. Routines and processes to embed and harmonise quantitative and qualitative data collection across our operations will be introduced throughout 2023.

PHOTO: KRISTIAN POHL



Our indicators

STRATEGIC RESULT

1

Increased knowledge of and commitment to the concept of sustainable journalism.

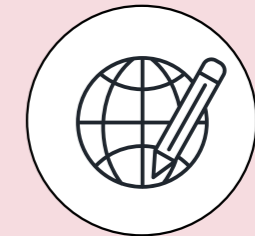


- Development of concept, methods and tools of sustainable journalism by Fojo and its partners
- Dissemination of the sustainable journalism-concept
- Commitment to the concept

STRATEGIC RESULT

2

Increased ability to produce and publish sustainable journalism.

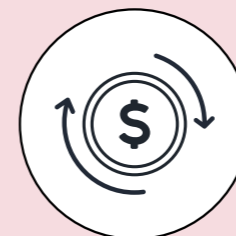


- Perceived change in skills following capacity building activities
- Stories by media participating in Fojo activities that lead to impact
- Perceived change in the content produced by activity participants

STRATEGIC RESULT

3

Economic viability of media producers striving to produce sustainable journalism.



- Improved business management practice of participating media organisations
- Change in income diversity
- Prevalence of using experimentation / innovation as a working method

STRATEGIC RESULT

4

Fojo's internal systems strengthened.



- Staff has competences relevant to sustainable journalism
- Effectiveness of existing systems and procedures
- Perception of equal opportunities
- Annual income

Cross-cutting KPIs

3,569 journalists

and media stakeholders participated in a short-term capacity building activity, of whom about a third were women.

657

participated in a long-term capacity building activity, of whom 52% were women.

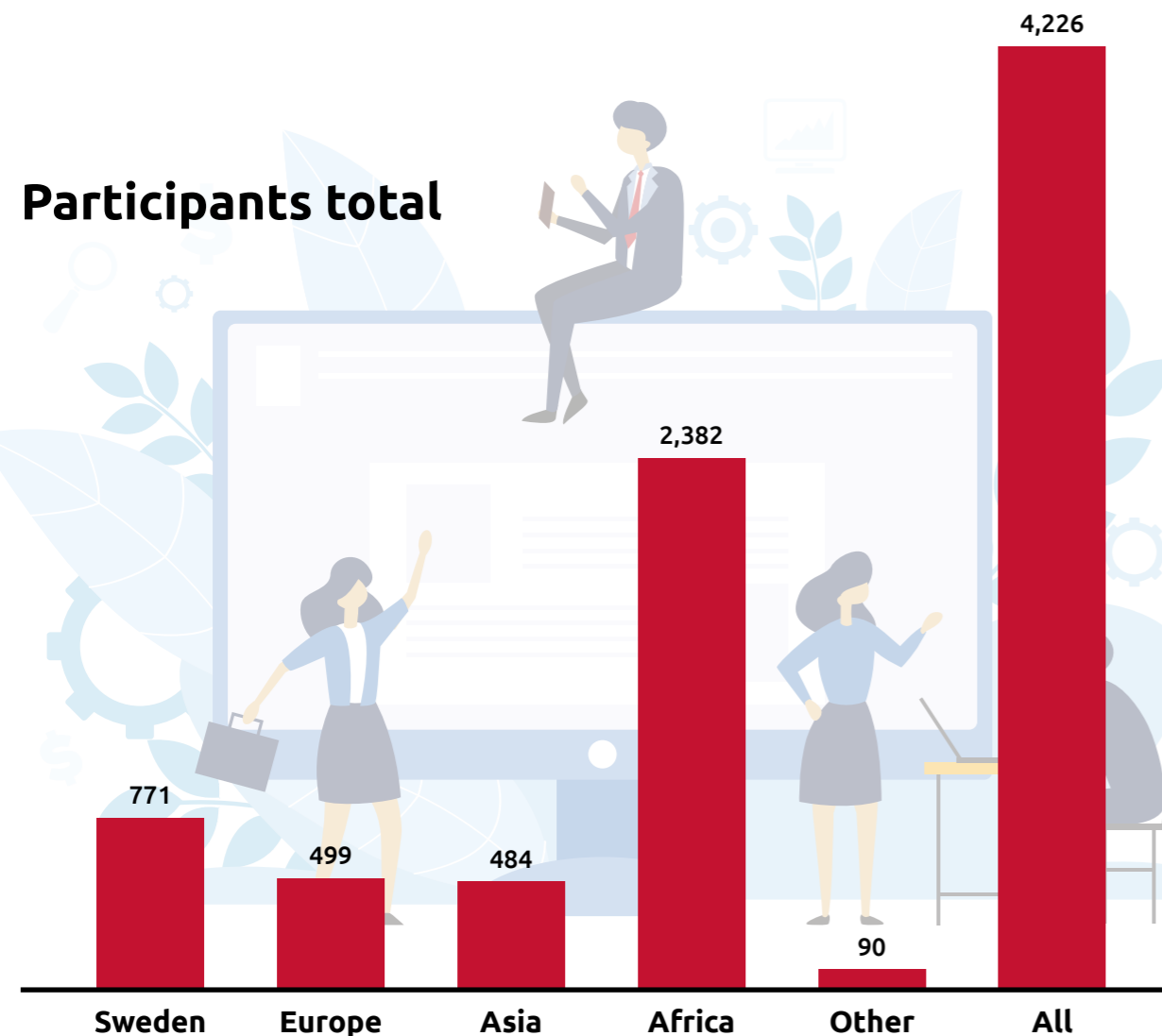
199 external

consultants and trainers were used by Fojo in its projects, 45% of these were women

79%

of those 199 were local or regional to the country of implementation

Participants total



Changing the game for women journalists

When Fojo's partner SWJO developed The Somali Gender Declaration, it led to unprecedented changes across the media sector and beyond, including the introduction of maternity leave, zero tolerance to sexual harassment and a broader gender equality movement in the country.

Women journalists have long been stigmatised in the Somali media sector. They have been paid less and not given the same professional opportunities as their male peers. In difficult financial times, they have been at greater risk of losing their job and have faced stigmatisation from both family and society at large when working in the field. To change the perception and position of women in the Somali media industry, the Somali Women Journalists Organisation (SWJO) developed The Somali Gender Declaration.

The rationale behind the initiative - called The Gender Declaration - was to give continuous and long-term support to SWJO in developing a change strategy for women working in the media industry, with a focus on tangible results with clear milestones and objectives. Emphasis was placed on the project being driven by the women journalists themselves, with Fojo - IMS supporting in the background as a sounding board and partner with international gender expertise.

What set the gender declaration apart was that it was not only a policy or set of recommendations, but an action plan with concrete actions that led to actual change. For the first time ever, a nationwide debate was created about the perception and position of women journalists in Somalia.

By giving ownership to SWJO the initiative became locally owned and adapted to the operational realities of the Somali media industry. It also led to all the signatory media houses changing their own behaviour in relation to women journalists.

The Gender Declaration, consisting of 19 points, was developed formulating concrete steps to improve the situation of women journalists, leading to a movement beyond the media sector. An unexpected result was that the Gender Declaration became the catalyst of a broader gender equality movement in Somalia.



To strengthen the position of women in the media, the Somali Women Journalists Organisation (SWJO) also created a visibility campaign, with the purpose of showcasing female role models to the public. PHOTO: SWJO

Strategic result 1

→ In 2022, Fojo and partners started developing and spreading the concept of sustainable journalism.

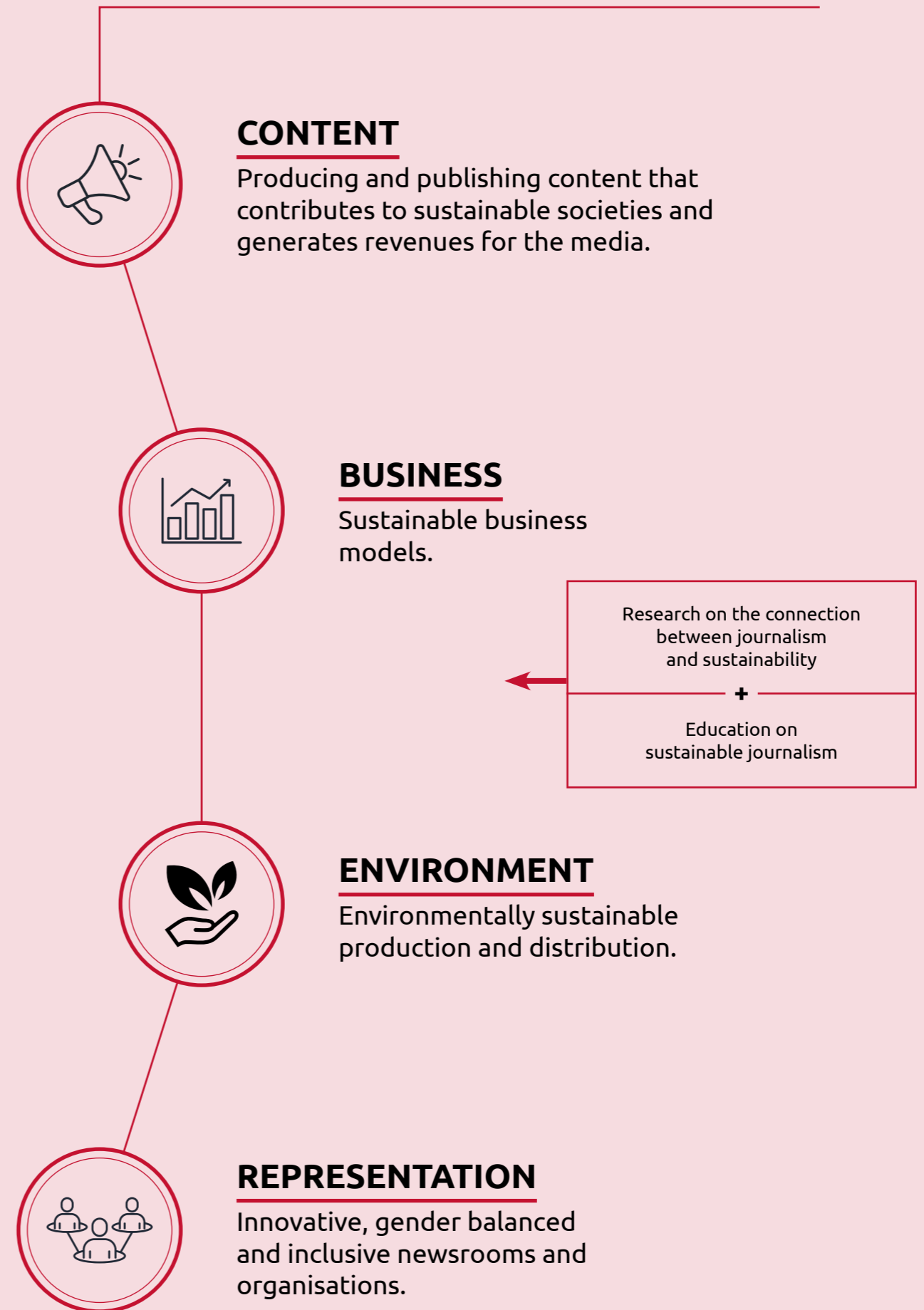
→ The Sustainable Journalism Partnership (SJP), hosted by Fojo, was launched in June and had 265 individual and institutional members from 67 countries by the end of the year.

→ The Sustainable Journalism Conference, where the SJP was launched, drew 302 participants from across the world, of whom 200 participated online over three days.

-  **5 workshops and meetings** organised by Fojo to ideate and co-develop the concept further together with partners and other media stakeholders.
-  **2 special sessions** during UNESCO's World Press Freedom Day and WAN-IFRA's World News Congress.
-  **Launch** of the Sustainable Journalism Partnership (SJP)

During the strategy period, Fojo will contribute to developing and disseminating the concept of sustainable journalism, both as a theoretical concept and as a professional practice. The concept adds another layer to the role journalism plays in democracy. It implies that journalism plays a proactive role in solving the sustainability crises we face: in terms of the content it produces, the climate footprint of production and distribution, the viability of business models, and inclusion and representation of newsrooms.

Sustainable journalism



Strategic result 2

→ Strengthening the ability of journalists and media producers to produce sustainable journalism is a key aim for Fojo.

→ Fojo trains journalists, media organisations and civil society, but also works with journalism educators and promotes synergies to encourage peer learning and lessons-sharing.

→ Fojo works extensively with supporting journalism educators' networks, in-country and regional, to facilitate sharing of experiences and lessons.

Fojo has trained journalists in Sweden and abroad for over 50 years. In Sweden, journalists are allowed to participate in Fojo's courses during working hours with pay. We also provide tailored courses to media houses. In addition, we work in collaboration with local and regional partners to provide similar support abroad.

Quantity of trained journalists is a good key performance indicator to illustrate the reach of our work, but not of our impact. Similarly, self-reported measures of change in skills on their own are not enough. The burning question is whether this skill has led to any

outcomes for the journalist and institutions alike, over time. Several Fojo programmes already measure changes in skills and capacity following participation in capacity building activities, though not in a method that makes it possible to generate a baseline for 2022.

Going forward, we will be collecting and triangulating data from metrics and sources that include perceptions of change in skills and knowledge, the change in institutional capacity, evidence of news organisations' reporting that stories had created some kind of impact and outcomes, as well as the perceived change in the content produced.



PHOTO: GOPAL KRISHNA BASAK

A student of journalism and media development at the University of Liberal Arts Bangladesh reflecting on the importance of gender equality in news media, as part of a lecture series on the same topic.

Diversifying the perspective

Sami Al-Ansi was one of the participants in "New Colleague", Fojo's fast-track programme for journalists living in Sweden but trained elsewhere.

Sami had previously worked as a video journalist for more than 10 years at the French news agency Agence France-Presse and Sky News Arabia in Yemen and Egypt, but after moving to Sweden, he looked for a job for a year unsuccessfully, despite the industry being in dire need of skilled professionals.

As a participant in "New Colleague", Sami had an internship at the national public service provider SVT, which after the completion of the fast-track programme led to a summer job at TV4, a national commercial tv-channel. Sami has since been hired on a permanent contract with them.

"If I could thank anyone, it would be "New Colleague". I would not have been able to do any of this if I had not participated in the programme," says Sami Al-Ansi.

"I looked for a job for a whole year before I started the programme, but I never got an offer. I contacted media houses but they didn't get back to me. When I applied for the job as a summer substitute at TV4, they could see in my CV that I had participated in "New Colleague" and had had an internship at SVT, and I think that gave them the confidence to hire me."

"New Colleague" was an opportunity for me, the programme has made a big difference in my life," says Sami Al-Ansi, who now looks forward to continuing to do what he loves the most - telling stories from war zones.



PHOTO: FIRAT KANTEKIN

"They could see that I had experience in Sweden and not just internationally and I imagine that made them think that I was integrated into society and the Swedish media."

Sami Al-Ansi

Strategic result 3

→ Economically viable media organisations are key to achieve sustainable journalism, making media viability support one of the most important focuses of our interventions

→ 28 organisations received long-term, in-depth, in-house media viability support and mentoring in 2022.

→ We will measure this on three levels: quality of business management practices, income diversity and prevalence of using experimentation and innovation as a working method.

Most of the media Fojo works with operate in challenging environments and contexts, where media freedom is limited. These types of changes are complex and take time. It will not be possible to fully attribute the results to Fojo's support and interventions - for better or for worse.

Still, the indicators developed for strategic result 3 will be able to provide learning

and understanding as to the extent to which Fojo's media viability interventions are suitable and relevant for the local organisations' needs and context.

The processes and routines related to measuring progress against these indicators will be implemented during 2023 and be measured over time.

Strengthening media viability in Rwanda

Capacity Building and Professionalisation of the Media in Rwanda (RMP) is a five-year programme funded by Sida and the Swiss Development Cooperation and implemented in cooperation with the Swedish Radio Media Development Office (SR MDO) and the local NGO PAX PRESS.

Fojo works with 36 media houses in the programme's media viability component to strengthen their capacity to produce and disseminate public interest journalism. 11 large media houses participate in training modules over 20 months that aim to improve business management practices, receive in-house training and mentoring and a number of focus group sessions each to better know their audiences. An additional 25 developing media houses receive a lighter version of the programme tailored to their needs.

Improved impact through audience research

Since the programme on capacity building and professionalisation of the media in Rwanda released the first media consumption survey, Radio Ishingiro has made use of it to build more competitive and targeted content.

"Being ranked as number 7 was good, but we realised that we could do better", says Ildephonse Sinabubariraga, Managing Director of local radio station Radio Ishingiro. Having found out that radio drama is the second most wanted program after the national news, Radio Ishingiro doubled their production of radio drama, from once a week to two separate plays, which rebroadcast during the weekend.

They know that the news rank as number one among the listeners and have as such deployed more than ten journalists among the five districts of their large listenership base.

"We intensified the capacity building of our news reporters to upgrade them professionally and to focus on stories that impact the community," says Ildephonse Sinabubariraga. From the advice of the RMP consultants, the radio station has now put in place an in-house programme called "Ityazo", in which one of their reporters coaches on a selected topic of concern during the span of one month.

Radio Ishingiro has also revised their program schedule and is planning to conduct qualitative surveys to find out what their audience wants and how they can build a closer relationship with them.

"RMP has been the first ever program to unlock Radio Ishingiro's competitive

potential and we are building on their trainings and mentorship programmes. This makes our journalists more effective and efficient in the field while also targeting their content to their audience", says Ildephonse Sinabubariraga.



PHOTO: ITANGSHATSE LIONEL

Radio Ishingiro's Managing Director Ildephonse Sinabubariraga has seen a significant increase in efficiency amongst his colleagues after working with the Rwanda Media Programme (RMP).

Strategic result 4

→ In order to ensure an effective, relevant and impactful organisation in the future, Fojo underwent an organisational reorganisation in September 2022.

→ A new fundraising strategy was adopted in the spring of the same year, seeking to diversify Fojo's funding portfolio over the coming four years.

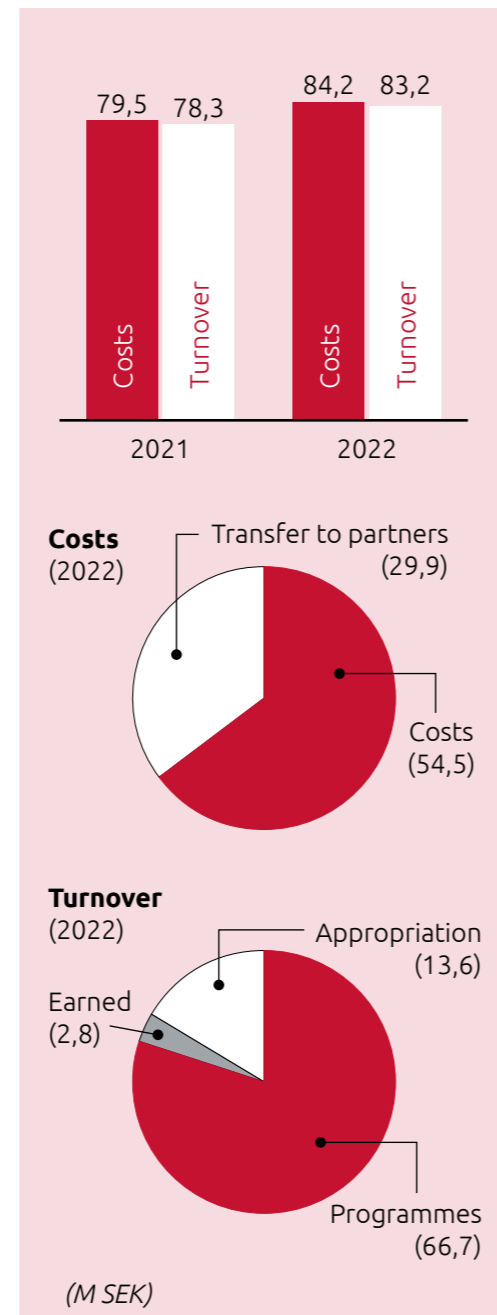
→ Fojo's turnover in 2022, was 83 MSEK, of which just short of 30 MSEK was transferred to partners.

The majority of Fojo's income stems from statutory funding: from development agencies, the Swedish Institute and the Swedish government's Ministry of Education.

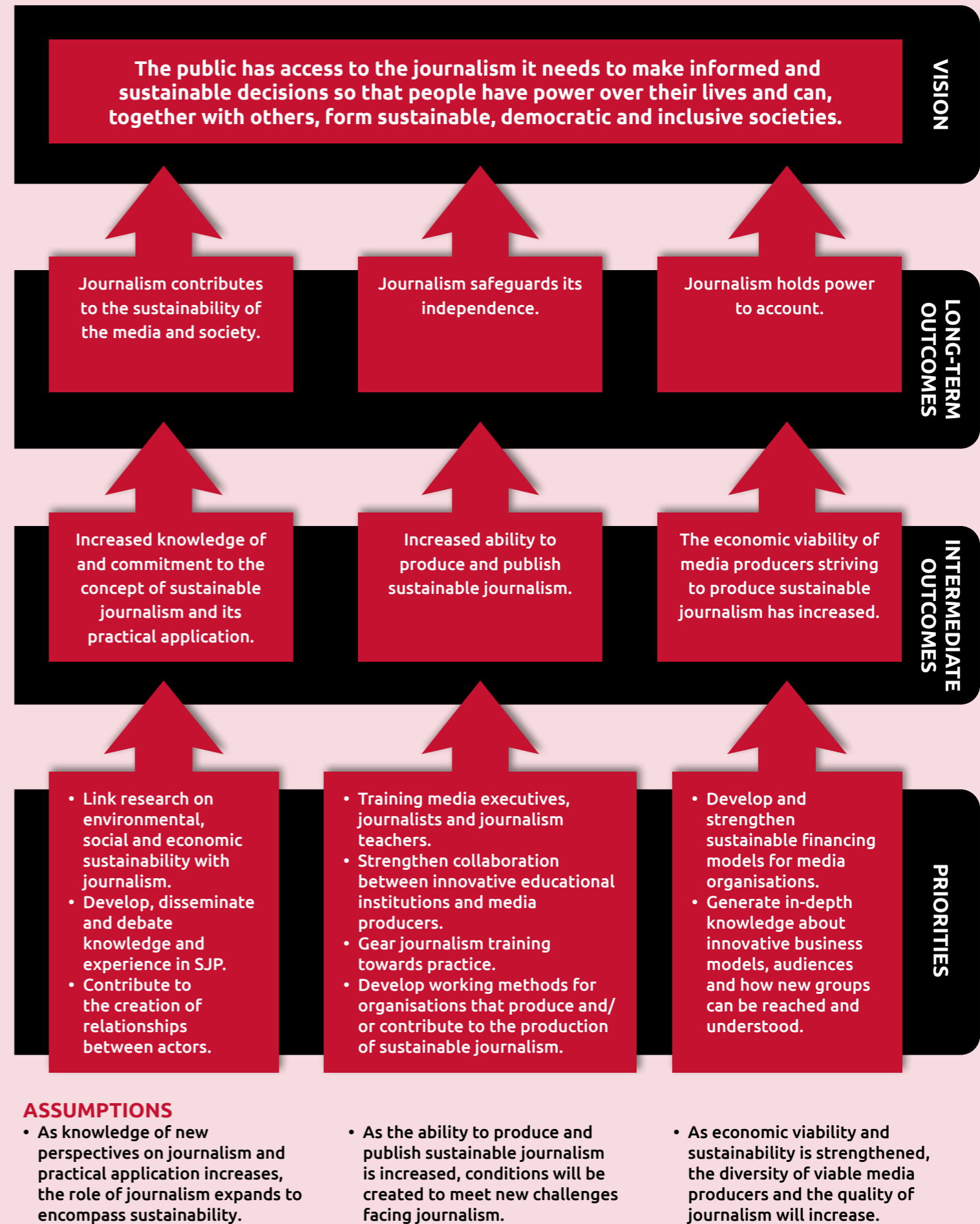
A minor amount is earned income from trainings commissioned by media houses. The high reliance on one funding source is increasingly a risk. Fojo is a professional organisation, working to strengthen journalism and media. An over-reliance on development funding, which is decreasing, can affect Fojo's ability to fully focus on achieving our mission and achieve the impact we wish to have.

Fojo's Fundraising Strategy intends to change this situation by investing in building relationships with, for example, trusts and foundations that share our values, and our earned income.

An important contributor of Fojo's future success is ensuring that the staff and consultants used have the right competences and a good working environment with equal opportunities. Fojo strives to be genuinely partner-driven. Strengthening local capacity is one important component of this, which is why our main principle is to use local- and regional experts to the farthest extent possible. Nearly 80% of our consultants are local or regional to the geography of the intervention. We work extensively with a close network of subject matter experts in their respective fields and who share our values.



Theory of change



Fojo's work with the SDGs

The Fojo strategy focuses on five Sustainable Development Goals:



Goal 4: Quality education and lifelong learning

Fojo has a commitment to educating mid-career journalists in Sweden and in programme countries. The production process for journalism is constantly changing and journalists need to acquire new skills to ensure the sustainability of journalism.



Goal 5: Gender equality

We work with gender equality by educating management and editorial personnel on how men and women are portrayed in the media, with media law, research and empowerment of women journalists.



Goal 13: Climate action

Our drive to connect our courses to sustainability goals, set up carbon budgets for programmes and promote sustainable journalism is creating real change in terms of a reduced environmental footprint.



Goal 16: Peace, justice and strong institutions

We support democratic development through investigative journalism, anti-corruption and strengthening the right to information.



Goal 17: Partnerships for the goals

In our programmes, Fojo always strives to be a partner - not just a donor.

We also work directly on improving media viability and media innovation (goal 8, 9), diversity in journalism (goal 10) and environment reporting (goal 12, 14, 15). Journalism is a strong driver to an informed society and to holding power to account on all of the 17 goals. We support journalism to dig up the facts, put development into context and expose all forms of corruption, injustices and misconduct within the social, economic and environmental agenda.

Centralised sales office strengthens financial viability

As in many other places around the world, small, local media houses in Georgia are struggling with their financial viability being heavily reliant on donor funding. To increase income from advertising, Fojo has supported the set-up of a local organisation, functioning as a centralised sales office for its members – the local publishers.

For local media houses, a crucial source of income is advertising, yet publishers find it hard to reach the big advertisers, which are mostly located in the capital Tbilisi. To overcome this, Fojo has since 2018 supported the set up, design and institutional development of the local organisation the Georgian Regional Media Association (GRMA). The GRMA covers nearly all regions in Georgia and bundles together advertising offers from several local media, negotiating sales deals with national-level companies more competitively and with higher bargaining power than the publishers could have done individually.

This approach has had a large impact on the advertising sales numbers and contributed to higher diversification of the revenue sources among the 17 participating media houses, thereby reducing donor dependency. The GRMA has since also initiated cooperation with the local broadcasters to further strengthen its advertising packages.

“We can say that we have the skills and instruments to package our offers and present them towards the advertisers”, says Ia Bobokhidze, Director of the GRMA.

The pandemic, the introduction of new restrictive media laws in several countries, and the invasion of Ukraine in February

2022 have led to an increasingly difficult environment to operate in for the media in Eastern and Central Europe.

“This has significantly impacted our work, shifting the focus of our work to crisis management strategies and solely working with non-state media in recent years”, says Veronika Menjoun, Fojo’s Regional Manager for Europe.

Menjoun continues: “The main priority for Fojo’s local partners, since the start of the pandemic, has been to help media to adjust their business and editorial strategies to new realities. The context has called for more psychological support to Ukrainian journalists and the war in Ukraine has brought along new environmental challenges that require even more skills in environmental reporting.

We have seen impressive resilience among our partners during this challenging period, where the mere survival of independent media is to be considered a success.

Going forward, we will continue to be responsive to the needs of our partners and work to support the ability of local independent media to continue providing high-quality journalism in a time of massive misinformation, propaganda and volatility.”

Conclusion

2022 was a transformative year for Fojo. With its reorganisation in September, adoption of new organisational and fundraising strategies, Fojo started the journey of ensuring it remains a high quality, impactful, resilient and viable organisation in the future.

The introduction of organisation-wide indicators and annual impact reporting are essential steps on this journey. We will focus on setting up the internal routines and processes necessary to generate this insight during 2023.

We are also working to become a more sustainable organisation in our future operations. A sustainability advisor-function has been created, working to introduce sustainability certifications of Fojo's courses in

Sweden and find new ways of working that will reduce the climate footprint of our operations.

This is a long-term commitment. It is only by focusing on learning and holding ourselves accountable, that we will be able to truly provide impactful journalism and support the communities we seek to serve, in Sweden and globally.

PHOTO: MARIA PETERSSON



Towards sustainable, democratic and inclusive societies.

Our vision is that the public has access to the journalism it needs to make informed and sustainable decisions so that people have power over their lives and can, together with others, form sustainable, democratic, and inclusive societies.