

FOJO MEDIA INSTITUTE: OUR STORY OF 2017



OUR MISSION:

Strengthening free, independent
& professional journalism

FOJO: MEDIA INSTITUTE
■ ■ Linnæus University

our
STORY
of

2017

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Fojo Media Institute - our story of 2017

When shrinking space around the world sets a gloomy atmosphere, it is more important than ever to strengthen journalism in its role as a foundation for democratic societies.

Fojo Media Institute strives to contribute with knowledge and experience sharing, strengthening individuals as well as partner organisations, in Sweden and globally.

Our vision is to strengthen free, independent and professional journalism.

In this booklet we wish to share our work with you as a reader, and in doing so you get to meet some of our staff, partners and participants. *Please enjoy!*



Kersti Forsberg
Director Fojo Media Institute

A professional recording studio with people working on audio and video production. In the background, a woman stands near a camera on a tripod. In the foreground, a man with a beard and headphones smiles while looking at a computer monitor. A woman with long blonde hair and headphones is seen from the back, working at a desk with a mixing console and various audio equipment. The scene is lit with a warm, reddish-orange glow.

OUR MISSION:
**Strengthening free,
independent,
professional
journalism**

Strengthening free, independent, professional journalism

We seek to develop journalism as an objective in itself, underpinned by the understanding that a free, independent and professional media is a basis for democracy and a right in itself as expressed in Article 19 of the United Nations Universal Declaration of Human Rights.

According to Fojo, professional journalism is characterized by accuracy, impartiality, fairness, independence and accountability. Thus, anyone producing and disseminating journalism according to these principles is seen as a potential contributor to free, independent and professional journalism.

Free, independent professional journalism and democracy

Despite the complexity of today's media sector, a growing chorus of voices argues that supporting quality journalism is critical to sound democratic development. Free, independent, professional media not only serves as a watchdog on corruption and other kinds of abuse of power, but also as a source of accountability and a platform for civic participation and expression.

To an increasing extent, media not only transmits information but also provides platforms for dialogue, giving citizens the possibility to express themselves and give their input. New

technology has thus expanded the scope of the traditional definition of media and radically changed the perception of what media is and what media can do. As media cuts across all sectors in society, the potential for impact - positive and negative - is greater than ever.

In this multi-voiced media landscape, free, independent and professional journalism has the ability to safeguard the description of a verifiable reality, and in doing so, exposes the falseness of disinformation that threatens the foundations of democracy.

Free, independent professional journalism and development

There is a clear correlation between media freedom and development. Media freedom is thus a vital economic and development issue. A free press helps build stronger and more effective institutions. Societies characterized by widespread access to information and by an independent press can experience less corruption, greater administrative efficiency, higher political stability and more effective rule of law, as well as better development outcomes such as higher per capita income, greater literacy, less economic inequality, lower mortality rates, and more public spending on health. Adversely, lack of press freedom is strongly connected to higher levels of corruption and inequality.

Strengthening free journalism

Promoting RTI in Bangladesh

Asharaf, a small trader in a remote village in Bangladesh went to a government hospital to seek treatment. The doctor wrote a prescription and asked him to purchase medicine and get some medical tests done from outside.

Disappointed Asharaf thought for a while and recalled what he learned about people's right to information from a weeklong RTI camp organized by Management and Resources Development Initiative (MRDI). He applied to the hospital authority seeking information on stock and distribution of medicine and testing facilities. The result was - Asharaf got not only information, but also free medicine and testing services from the hospital. Other patients visiting the hospital got similar benefits. Until now he has filed 26 RTI requests to different government and got information back 18times.

Arup Roy, a reporter with a vernacular daily in Bangladesh is a positive example of using the RTI Act to dig out information from the authorities for producing investigative reports. So far he has filed 158 applications to different authorities with support from the MRDI helpdesk. A total of 100 reports have been published in media based on information he gathered from RTI requests.

For many, these have been examples of what benefit information can bring to their lives thanks to the enactment of the RTI Act 2009. However implementation still remains a challenge.

The RTI Act of Bangladesh is rated as a very good legal document in the global context. Nevertheless lack of public awareness on the value of information and insufficient capacity of the information providers are still the main barriers to implementation of the act.

MRDI has been playing a significant role from the beginning of the civil society movement for RTI. It has taken several initiatives including capacity building programmes for journalists on the RTI Act.

MRDI is also operating a helpdesk phone number which helps individuals and organizations in submitting applications to the authority for information, appeals to the proper authority and complaints to the Information Commission in case the desired information is not provided. The helpdesk also facilitates journalists to dig out information for investigative reporting and assists CSOs to help their beneficiaries and people to go through the process of seeking information. Authorities also can seek support from the desk on clarification of the process and modalities of providing information to the applicants.



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In our visit to Kalmar in August 2017, we met Mats Amnell, one of the Swedish rights activists who runs a programme ‘Offentlighetsjouren’ supported by Fojo Media Institute through which he helps journalists to collect information for reporting. He works exclusively for the journalists, encourages them to apply the RTI law, fights for them if they are denied and prepares ground for them to argue for getting information. This is really encouraging and really helped us to get some new ideas about the RTI Helpdesk that we can consider.



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However, there are immense differences in culture, practice and socio-economic conditions between Bangladesh and Sweden but we can create some space to work together to promote citizens’ access to information, with particular emphasis on journalists. MRDI and Fojo can play the role of torch bearers.



Hasibur Rahman
Ummay Habiba



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1. The first thing you meet when entering MRDI office is an instructional poster on how to use RTI. Aktarun Naher (Labonno) is often welcoming journalists and others in need of support to use the right to information act.
2. MRDI RTI Helpdesk in action, Hasibur Rahman is using the words of the act to show the reporter Siddique what information he have the right to get from the government. Miraj Ahmed Chowdhury is a bit concerned about the outcome.
3. The RTI helpdesk having individual counselling for the participants in our mentorship program. Young reporters are investigating stories to reveal gender inequality.

All photos: Sofia Hultqvist

Four stories about Offentlighetsjouren

A journalist from SVT (the national broadcasting company) in the city of Falun wanted to have a copy of an agreement between the town of Avesta and a private company about conditions for the company buying land owned by the town. The town claimed that the agreement should be kept secret but the administrative court (kammarrätten) ordered the town to release the document.

A woman contacted a journalist from the newspaper Jönköpings-Posten since she had been refused custody of her child by the local social board. Generally information about such cases is kept secret. But exceptions are possible with the permission of the person who is part of the case. The journalist got such permission from the woman. But the representative of the social board still refused to give him information about the case. After the case was taken to court the social board was ordered to release the documents.



A journalist from the newspaper Borås Tidning asked for a copy of an agreement with information about conditions for the sacking of a former employee at the city of Borås. The city refused to release the copy. The journalist was helped with two earlier judgements in similar cases where the administrative court previously had decided that such documents not could be kept secret. After the journalists sent the judgements to the city the decision was changed and the agreement was released.

A journalist from the newspaper Upsala Nya Tidning contacted a company owned by the city of Uppsala and asked for certain information about the company. The company answered that the information should be released only if the reporter paid the company for the work to gather the information. The journalist was helped by an earlier statement made by the judicial ombudsman (Justitieombudsmannen) where such fees are stated as illegal. After showing the statement to company representatives the information was released without any cost.



Mats Amnell
Offentlighetsjouren

Crackdowns in Kenya

The Swedish Ambassador's residence in Nairobi is a quintessential example of the architecture and style of colonial Africa. The Swedish state acquired the old coffee plantation from the honorary consul Baron Uno Åkerhielm in 1962, the year before Kenya gained its independence. A striking garden of soaring bougainvilleas and colourful hibiscus surrounds a white villa with shingled roofs.

The place conjures up images from *Out of Africa*, whose Danish author, Karen Blixen, also owned a coffee plantation and died the same year as her beloved Kenya became independent. Unfortunately, it appears that in Kenya, freedom of the press is equally outdated.

Coffee is being served in the salon, and four local journalists have met to discuss the freedom of the press with a group of Swedish journalists who are touring East Africa with help from Fojo and The Journalist Fund.

It is a pleasant affair, and the conversation has the easy and indolent air that often prevails on hot days in warmer climes. This makes it all the more surreal to hear Muhammad Ali's stories about the Kenyan state, which threatens muckraking journalists like himself with all the nasty clichés: *"We know where you live and where your children go to school,"* and other old chestnuts. It is equally disarming to hear Denis Galava recount how he was fired outright from his position as a senior editor at the respected Daily Nation newspaper when he criticised president Uhuru Kenyatta in an end-of-year editorial and wrote that the country deserved better leadership:

"We reject the almost criminal resignation and negligence with which your government has responded to our national crises this past year."

From a Western perspective, these words may not seem particularly harsh. Yet in Kenya, they proved incendiary.

Personal view

**Heidi
Avellan**

Kenya was ranked 95th in the 2017 Reporters Without Borders' World Press Freedom Index, a ranking that was qualified by research that indicates that in recent years, the freedoms of that country's press have slowly been eroded. As in many other places, security and the threat of terrorism were used to justify placing limits on free speech:

"As Kenya prepares for general elections in August 2017, many independent journalists have been the targets of threats and attacks by both the public and the authorities," attests Reporters Without Borders. The 2010 constitution guarantees freedom of information, but the Security Laws Amendment Act of 2014 complicates journalists' jobs.

The four Kenyan guests of the Swedish ambassador do not merely confirm that the freedoms of their fellow journalists are being restricted; above all, they talk about their continuing work and how they are challenging the powers that be. These journalists are well aware that what they are doing can be very dangerous.

On August 8, Kenya will hold national parliamentary, local parliamentary, gubernatorial, and presidential elections. Many fear similar unrest as was seen in 2007, when election day ended in bloody chaos that left over 1,000 people dead and forced 300,000 more to flee the country.

Things are moving in the wrong direction, and every negative development serves as a reminder that Kenyan democracy leaves much to be desired. Without free media, there can be no free elections, and without free elections, the government's abuses of power will continue. It will continue its crackdown on the media.

The situation is no better in neighbouring Tanzania. It is the first day of the rainy season, and Dar es Salaam is in a state of chaos. Traffic has come to a standstill - as a result of climate change, the rains have become much less predictable, and everyone seems

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These journalists are well aware that what they are doing can be very dangerous.



Photo: Kristian Pohl



Photos: Kristian Pohl

unprepared. Yet for lawyer and human rights activist Helen Kijo-Bisimba of the Legal and Human Rights Centre, everything is “business as usual.” She attends meeting after meeting. Alas, her caseload is heavy.

The development of Tanzanian democracy and freedom of expression is moving in the wrong direction. This is an unsurprising effect of the establishment of a single-party system; the ruling party feels that it is under threat, and is tightening the laws.

These restrictions particularly affect the media, explains Helen Kijo-Bisimba as we fiddle with the rumbling air conditioner in her cramped office, turning it on in order to be able to breathe, then switching it off so that we can hear each other. Two new laws mean that newspapers that displease the government can be shut down, and that individuals who post criticisms on social media can face severe punishments, she elaborates. Media people who we meet at the Swedish Embassy in Tanzania confirm these concerns:

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In Tanzania, journalists also continue to face restrictions when it comes to covering certain topics.

Maxence Melo, of the website JamiiForums, is facing four indictments for refusing to disclose his sources. A young blogger has just been fined 7 million Tanzanian shillings for calling President John Magufuli incompetent on Facebook, and a rapper has been arrested for criticising the president.

In this “post truth” era flooded with allegations of “*fake news*,” an era in which even journalists here in Sweden are alternately labeled as liars or as “*politically correct*,” the meeting with our East African colleagues is a healthy reminder that there are many circles in hell. Some fellow journalists continue to risk losing both their careers and their lives, just for doing their jobs.

In Tanzania, journalists also continue to face restrictions when it comes to covering certain topics, including sex. But the outspoken magazine Femina Hip and its television shows (which are financed by the Swedish International Development Cooperation Agency) have inspired their own “Fema clubs,” where female students first gathered for readings of the magazine, and where they now continue to read and talk and build self-confidence.

They even grow vegetables to raise money for their causes, which is why our afternoon of heavy discussions about democracy and the role of the press ends in such a strange and pleasant way - with a Christmas carol in a vegetable garden.

We have been invited to accompany editor-in-chief Amabilis Batamula out to the countryside, to visit a school with an active Fema club. When our group is struck with the spontaneous urge to express its thanks for a lovely reception, the tour leader, Erika Bjerström, hisses a command that no one dares challenge. We will serenade our hosts with a traditional Swedish tune.

Under Africa’s scorching sun, we start from the top:
“*Hey, Santa Claus...*”

Heidi Avellan
Sydsvenskan



World championship of RTI

Sweden was the very first country in the world to adopt a law giving individuals a right to access information held by public authorities (the right to information or RTI) when His Majesty's Gracious Ordinance Regarding the Freedom of Writing and of the Press was adopted in 1766. And we're so proud of it.

But what about the quality of the legislation? It's old and famous, yes, but is it also top notch when it comes to creating good working conditions for journalists?

During the spring of 2017 Fojo asked the Canadian organization Centre for Law and Democracy (CLD) to scrutinize the Swedish RTI legislation and compare it to other countries' texts of law. The result was quite depressing. Sweden ended up in a not so flattering 33rd place, in between Kyrgyzstan and Panama. (www.rti-rating.org)

On the other hand, the top two positions are held by Mexico and Serbia. Those are not the countries where free independent journalism flourishes. But - the RTI rating only looks at the legislative texts. And they are good.

At a seminar in Almedalen in July, Fojo presented the results and also suggested some, quite simple, alterations that would make a great difference and leave Swedish legislation in better shape.

For example:

- Putting in place a binding policy requiring officials, whenever reasonably possible, to conduct official business using official communications channels and, when this does not happen, to ensure that important public communications get transferred over to the public system.
- The RTI law should cover all publicly owned or controlled corporations.
- The RTI law should apply to any body which undertakes a public function or which receives significant public funding, to the extent of that function or funding.
- Consideration should be given to requiring public authorities to whom a request for information has mistakenly been lodged to transfer that request to the public authority which does hold the information, where they are aware of one.
- The law should place an obligation on public authorities to provide information in the format preferred by a requester, unless that would either take an unreasonable time or pose a risk to the preservation of the record containing the information.



Photos: Magnus Rydnér

The last point is especially important. The way Swedish legislation today doesn't support the right to get information digitally, makes it very obsolete.

The panelists discussing the RTI rating and what could be done to improve Swedish legislation were: Per Hultengård, lawyer at TU Medier i Sverige, Cecilia Wikström, member of the EU parliament (Liberalerna) and Daniel Nordström, publisher for the newspapers belonging to Mitt media in Västmanland and the Stockholm region.

Kersti Forsberg
Director Fojo Media Institute

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The law should place an obligation on public authorities to provide information in the format preferred by a requester, unless that would either take an unreasonable time or pose a risk to the preservation of the record containing the information.

Gräv 2017 in Uppsala

Mats Amnell tirelessly handed out flyers with information about Offentlighetsjouren (OJ), Fojo's free resource at www.fojo.se for issues related public access to official records. He stood by the escalator as participants arrived, waited outside the conference halls, and attended the refreshment breaks.

"I think we've reached most of them by now; the ones I have already approached two or three times are starting to get sick of me."

Are investigative journalists familiar with OJ?

"Yes, more than at last year's Gräv conference in Gothenburg. More people say they know about OJ, and more journalists have contacted me. Still, it's important to keep reminding reporters about OJ, and to continue to promote the service."

"Judging by last year's response, my mailbox will be full next week. I thought that I would have a heart attack, but it leveled off after a couple of weeks, and thereafter I received about five emails a week."

Nina Hjelmgren

Education Manager, Training Manager Sweden

” More people say they know about OJ, and more journalists have contacted me.

**Mats
Amnell**

Journalism training in Southeast Asia - speaking truth to power?

Speaking truth to power - what does it mean in Southeast Asia and who if anyone has the right to speak truth to power. Is it possible to train journalists to speak truth to power?

As Fojo we can speak about four countries where we have direct and recent experience - Vietnam, Cambodia, Laos and Myanmar.

What follows are four thumbnail sketches of the available space for training journalists to work in free, open and democratic expression. Bear in mind that while there are indices of the extent to which our four countries are free, partially free or not free the situation can change rapidly for the better or worse.

Let's start in Vientiane in Laos.

The National University of Laos

doesn't have a course in journalism as such. The ideal of being a journalist is tempered by the hard reality that it is the state which decides who can and cannot be a journalist. The state provides journalism training through courses run by the Institute of Media, Tourism and Culture which is a part of the Ministry of Information Tourism and Culture and occasionally through the Lao Journalists Association (also under Ministry supervision). There's a lot of construction in Vientiane

these days designed to attract the tourist dollar. Journalism training is not as high a priority. The budget for all journalism training courses at IMCT in Laos is \$15,000 per year. The Institute can stretch that to run three courses a year to train about 120 journalists in total but only for a week at a time and with a limited possibility to engage trainees in vocational journalism. Vietnam has been providing some limited assistance to train but that is sporadic and the Institute is not allowed to generate any significant income from extra courses. There are 24 newspapers, 32 television stations and 44 radio stations all Government run and all journalists are employed by Government.

At the launch of the Vietnamese Internet Forum in November last year, the Swedish Ambassador to Vietnam Pererik Högberg told the audience that the strong bond between the two countries stretches back 50 years, before he went on in a spirit of friendship and constructive dialogue to talk about how the Internet is changing the world:

"It has undeniably sparked innovation and entrepreneurship, created new forms of economic activity, and offered a renewed

opportunity for citizens to be heard on a wide range of issues and for governments to be more open, transparent, and accountable.” The same day a Vietnamese court sentenced a blogger to seven years imprisonment for a Facebook post.

While Fojo itself hasn’t been engaged with Vietnam as far back as 1968 it has been there for more than 10 years which in terms of developing the media is several generations’ worth.

Currently we are working with two partners, and if you want a glimpse of one future scenario for Laos, look at the Vietnamese situation now. One of our partners is under the Vietnamese Journalists Association and trains 3,000 journalists a year across the country. The Vietnamese Journalists Training Centre in Hanoi is extraordinarily well equipped. It’s head, Professor Hang Dinh, is the driving force behind the investment and the expansion of training.

Fojo’s other partner in Vietnam is a unit of the Ministry of Information, and has no equipment for training. It trains print journalists only, but there is less emphasis on practical journalism hands on training. In addition many of the big media houses, like Vietnamese Television, VTV, have the funds and resources to do their own training. There are 20,000 journalists in Vietnam in a society which you sense is opening up. The largest expansion of content is in the social media sphere. Facebook has 30 million users



in Vietnam. The Washington Post reported recently that the Government has established a 10,000 strong military cyber unit just to track public sentiment on social media. Journalists themselves are constantly reassessing where the boundaries of free expression are and if and how they can be crossed.

There are times when the challenges of how to train journalists recede into the shadows in the face of rapidly deteriorating political circumstances. One of our partners, the Cambodian Centre for Independent Media has just published a report pointing to the collapsing façade of media freedom in 2017. 32 radio stations which carried content challenging the authority of Hun Sen’s Government have been shut down since August last year. The Cambodia Daily was presented with a crippling tax bill forcing it to cease publication. CCIM itself has seen its model of training citizen journalists to gather content which it would then make available to radio stations through its Voice of Democracy platform crushed by the simple measure of threatening to withdraw the licenses of stations running the content.

Even before the latest political repression, journalism training in Cambodia faced seemingly impossible challenges. Journalists censor themselves in the face of political repression, poor pay drives many to the corruption of

payment under the table and for many journalism is not vocation, just another job. How can journalists be trained in this environment and even if they can be, what are their future prospects when they cannot deploy their professionalism in an increasingly shrinking democratic space? The Cambodian Communications Institute was established by the international community when democracy returned to the country after the Khmer Rouge regime ended. It was then merged with the Department of Media and Communication at the Royal University of Phnom Penh - the main route for training undergraduate journalists. CCI does not have resources to carry out much journalism training for mid-career journalists. Fojo has been helping it develop strategic and business plans with a view to generating income to plough back into training and research. These are tentative steps.

In Myanmar, we thought we knew where journalism training was heading. After decades of a world closed to free expression, suddenly everything seemed possible. In the past hundreds of journalists were trained in exile across the border in Chiang Mai. That generation is now at the vanguard of journalism training. Among them is Sein Win, the Training Director at the Myanmar Journalism Institute, himself a journalist in exile who made the transition from writing to training. MJJ was established by international donor funding three years ago. It now trains new entrants to the profession in a forty week long intensive course and also runs week long

short courses on thematic issues. MJJ is well equipped and has trainers steeped in the Fojo training methodology. The emphasis is very much on practical hands-on journalism reinforced with critical perspectives on ethics and professionalism. MJJ was heading for the door marked sustainability and the international donor community for the door marked exit. Then in the space of a weeks repression of the Rohingya community led 600,000 people to flee across the border to Bangladesh leaving behind burned villages amid accusations of killings by the security forces and questions about the role played by the media in disseminating hate and disinformation aired on Facebook and shared instantly. The uncomfortable question for the international media development community is if we in striving to bring professional journalism to a fledgling and fragile emerging democracy merely trained some to be better disseminators of hate speech?

Are efforts to create an enabling environment in which our partners can thrive and survive only drops of water in the Mekong River weaving its way through the region guided by strong undercurrents of intolerance and political repression? If we do nothing, those seeking to speak their truth to power will lose their voices sooner rather than later.

Jaldeep Katwala

Programme Manager South East Asia

With additional reporting by Nai Nai,
Yu Lwin Soe and Kalyan Sann

The background of the image is a black and white photograph of a weathered concrete wall. The wall is covered in numerous cracks, some of which are quite deep and prominent, running in various directions. The surface of the concrete is uneven, with some areas appearing lighter and others darker, suggesting moisture or different layers of the material. The overall texture is rough and aged.

Strengthening independent journalism

A new step in the direction of developing managing skills

Providing conditions for professional, multifaceted and ethical journalism in different parts of the world includes building the capacity of the media managers and development of new business models.

Disruptions in the media market that are caused by the migration of the audience to digital platforms require new thinking and development of new business models. Also, shrinking revenues demand new solutions in editorial offices and there is an outspoken need to diversify revenue streams. The complexity of information flows means that media managers need new skills in “conducting” different flows and understanding of how the different distribution channels function. Simultaneously, as a media manager you still need to supervise, lead and motivate your employees, who increasingly operate in a high paced and more complex economical and technical context. The global challenges require joined up thinking in order to find the best solutions.

Fojo has been focused on media management in Eastern Europe and Russia during the last 6 years. Russian media managers have had the opportunity to raise their professional level in Sweden, and over the last two years, Belarusian publishers acquired help in order to build capacity for convergence transition under the guidelines of the Russian colleagues from Altapress.

Vladimir Janukevitj, Intex Press, Belarus

“I have known Fojo for ten years now. Many members of my staff have participated in Fojo training in Sweden which has been of uttermost importance for us as the regional media in Belarus generally has constant difficulties to hire and keep competent staff. That is on one hand, due to the fact that the best employees want to advance and as well as they have enough competence they move to the big cities. On the other hand, we have to acknowledge the fact that we live in a constantly changing world which demands that we keep up the same pace of development.

The programme that was carried out by Fojo together with the Russian media outlet Altapress, helped us to adjust our views on how a well established convergent media should be organised. We finally realised that digital is first, as the news and our audience had migrated to the on-line platforms and if we wanted to keep our readers plus remain their primary news channel, we then needed to focus on the digital platforms. All the news must be published on-line, when in print we can give explanations, backgrounds and analysis. We have got a clear understanding that

a convergent media has to be a producer of quality content, irrespective of what platforms or channels are used for the distribution of the content. That was an important step toward convergence for us”.

Within the framework of the ECER programme (Fojo’s programme in Eastern and Central Europe and Russia) Fojo has taken a new step in the direction of developing managing skills and business strategies among media managers in the participating countries, this time in cooperation with the Stockholm School of Economics in Riga. A three module Media Management Programme was launched in Riga in December 2017, and the first group of students will complete the programme in May 2018. Hopefully, the participants from Russia, Belarus, Moldova, Georgia and Ukraine will increase their competence in the fields of leadership, planning, marketing strategies and accounting. And as a result they will be better equipped to meet the challenges presented by the “new age” of media.

Some reflections from the first module of Media Managers Programme:

“The main thing I started to think about was that new software should be used in order to better distribute our materials, increase the audience and find new incomes”.

“For me it was really important to get information on the cases of successful projects with similar starting opportunities as ours”.

“The most important conclusion for me, based on the results of the first Module, is that I finally acknowledge that one person cannot work as four. The existing resources should be correctly distributed and the work should be correctly planned by wisely determining the roles in an editorial office”.

Veronika Menjoun
Programme Manager ECER

” For me it was really important to get information on the cases of successful projects with similar starting opportunities as ours.

There must be room for specialization in journalism

Svetlana Alexievich studied to be a journalist at the Belarusian State University. In 2015, she was awarded the Nobel Prize in Literature "for her polyphonic writing, a monument to suffering and courage of our time".

In her books she uses interviews to create a collage of a wide range of voices. With her "documentary novels", Svetlana Alexievich, being a journalist, moves in the boundary between reporting and fiction. Svetlana Alexievich's books criticize political regimes in both the Soviet Union and later Belarus.

Alexievich's criticism of the political regimes in the Soviet Union and thereafter Belarus has periodically forced her to live abroad, for example in Italy, France, Germany and Sweden.

In November she participated in a workshop on Media Challenges within the ECER programme, conducted by Fojo.

Svetlana Alexievich is a listener. She interviews hundreds, if not thousands, of people for her books. This is reflected in her answers when asked questions about journalists and journalism at the conference.

- Who is a journalist to me? It is a very intelligent and educated person. Someone who is not influenced by the notion that everything can be found online. I meet a lot of journalists and when they answer "*Svetlana, I will*

Google that", I loose interest in talking to that person. We have nothing in common. In order to hear something new you must ask questions in a new way. You must have your own picture of the world and not just repeat "*Lukashenko is bad*".

- I think journalists have to be honest in the way they describe what is happening today. Choose their own way. I can't understand when journalists are supposed to master all topics: economy, culture and so on. There must be room for specialization in journalism. I could for example never start to write about economics. I look at life in a humanistic way, that is my point of view. Professionalism is defined by an honest approach to the job. Even if it is only one part of being professional.

- Journalists get to meet all kinds of people and they can learn about life from great personalities. In my world, that is the best kind of education.

Olga Vallée

Programme Coordinator Scoop Russia and ECER

Nina Hjelmgren

Education Manager, Training Manager Sweden

A new role for Fojo

What can be done to prevent hate speech and threats towards journalists in Sweden? In July 2017, Fojo got a mission from the Ministry of Culture and Democracy to start a project aiming at doing exactly this.

Hanna Andersson was appointed Project manager and started her work right away, having her own experiences both as a journalist and as a communications officer with the Swedish police.

What reactions do you get from individual journalists when you talk about the project?

- They immediately think that I am doing a survey on how many Swedish journalists are being subjected to hate speech and threats. When I tell them that the mission is to do something far more proactive, producing actual advice and support for them, many are quite surprised. Most journalists in Sweden are also not used to having Fojo doing this kind of work in Sweden, our main mission has previously been to offer further education to professional working journalists. Now we are taking on a new role in strengthening journalists who suffer from hate speech and threats. I think that is somewhat of a surprise to many, but also appreciated.

Was it obvious for you from the beginning how this project would assist journalists in their day-to-day work?

- No, absolutely not. It has been a true educational journey for me. I started out thinking that we most of all need to make every employer in the Swedish media industry simply follow the law on working environments; that the employers need to understand their responsibility to be prepared for any employee being targeted by hate speech and threats. Now I believe we still have to aim for that, but even more we need to strengthen every single journalist one by one. We need to make them mentally prepared for being threatened, and equip them with the right tools to not be silenced. It doesn't make such a big difference if you are a freelancer or employed. The need for tools on how to control your fears or tend to personal safety is just as important in both situations.

” Now we are taking on a new role in strengthening journalists who suffer from hate speech and threats.

What has surprised you the most during the first months of the project?

- That we actually have working professionals here in Sweden that are apparently traumatized by having been threatened and harassed. That was a great shock and tremendous sadness for me to realize. No one should have to endure being traumatized when doing their job.

What, in your opinion, is the most important thing that needs to come into place to prevent self censorship or people leaving the industry?

- Support. Not only from the public, politicians and other media outlets, but from the journalists themselves. To say to each other, "I see what you are going through, I support you". I meet so many journalists who are lonely in their fear of being targeted by hate and threats, and lonely although they wish to support someone else in the industry who they see is being targeted. We need to make it easier for Swedish journalists to talk to each other about their fears, and to support each other.

Kersti Forsberg

Director of Fojo Media Institute



*Hanna
Andersson*

Community radio - journalism of a different kind

“Today’s programme is about potholes and how those affect our lives!” It’s Tuesday afternoon at the Kwelaz community radio station in the city of Kwekwe in central Zimbabwe. In the funky looking studio, four young people are recording a programme about the city’s potholes - caused by poorly maintained roads and large amounts of rain in recent months - discussing in a humorous way how they are making life in Zimbabwe even more difficult.

Kwelaz is one of 28 community radio stations in Zimbabwe. These stations, created by the communities and for the communities, have existed since 2001, but have never been granted broadcasting licences. It forces them to operate illegally, using all their imagination to get the programmes out to the listeners.

“We record our programmes onto flash sticks that we give to bus drivers so that they can play the programmes for the passengers while driving. And we distribute CDs to the communities so that they can listen to the programmes on community CD players,” explains Abigail Matare, the Kwelaz station coordinator. *“We are increasingly using social media, with WhatsApp being the most popular, together with Facebook.”*

In Zimbabwe, where about 50% of the population have Internet access - a fairly high figure for Africa - social media present a great opportunity for community radios, being both low cost and user-friendly. However,

given the important role community radios play in rural areas, where Internet access is typically much lower, they need to cater across a broad spectrum, which explains the flash sticks and CDs.

The Kwelaz studio, which is impeccably maintained, was donated under a grant from Sweden in 2012, and currently the station is receiving support under a large media development programme implemented by Fojo.

Apart from producing programmes, the community radio stations play a key role as a meeting point to discuss matters of importance to the local community - and act on those.

The Getjenge community radio station is based in Plumtree, a sleepy town in south-western Zimbabwe. Station coordinator Thomas Sithole tells us that when the station was contacted by a listener about unfair food distribution among local residents, they



intervened and engaged with the local politicians and decision-makers to find a solution.

“Today the food distribution happens in a fair manner, with those most in need being attended to.”



Testifying to the importance of the Getjenge station is the story how the plot of land, where the newly built station is situated, was purchased for them by the local residents. This in a country where people have difficulties paying for their daily food, healthcare or or the education of their children.

The staff at all community radio stations is largely volunteer, with the usually young reporters receiving for example Internet data bundles in return for their work.



Kajsa Törnroth

Programme Manager Somalia and Zimbabwe



50%
*of the population
have Internet
access*



Strengthening professional journalism

She knows how to find stories in data

Helena Bengtsson, Sweden, has received multiple awards for her innovative work with datajournalism. Before being recruited to the Guardian 2016, she worked for SVT, Sweden's public service TV company. Now she is back to lead a team focusing on the parliamentary election in September 2018. Helena has led numerous courses at Fojo and returns this Autumn to head an advanced course in datajournalism.

Data journalism is today a vital part of journalism. What kind of work can journalists do once they learn data journalism?

- Original work. Instead of relying on organisations and agencies to tell them what is important in data, they can do their own analysis and their own story from the material. Everything from adapting a story so that you can choose your own local angle, to doing your own collection of data and setting the agenda yourself instead of following the same path as anybody else. You can check information from sources to better determine whether the story that they want you to write is viable.

What impact does this have on journalism?

- A journalist that can act more freely - and a media company that can decide what kind of journalism they want to do. Not having to rely on press releases and following the agenda set by other media. Or follow the agenda, but do your own analysis and in-depth reporting.

What was it about data journalism that attracted you in the beginning of your career?

- I had a background as a computer consultant, so it was a great way to combine my old occupation with my new one. But, I realised very soon that this gave me the freedom to do my own stories - and stories that nobody else could do. It also gave me the possibility to look at the whole picture, not just anecdotes, but everything.

Still attracted?

- Of course. Even more so now, when I see the impact you can have by using these methods for journalism. It's still the ability to do your own stories that attracts me the most, that you can try out different angles and find the best story in some material. Not just go with the first one you find. Or the one that somebody else is telling you to go with.



**Helena
Bengtsson**

Where do you see the younger generation journalists taking data journalism?

- They are much more technical than I am - and can therefore take data material even further sometime. They can use programming to collect data, scraping and programming to display data in visualizations.

What has it meant for you to have moved to London and work for the Guardian?

- It's given me the opportunity to work full time with just finding stories in data. And to work together with very talented and knowledgeable reporters, visual journalists and developers. I think I've become more aware of the importance of collaboration - that my knowledge combined with for example the

vast knowledge of the education editor makes it possible to do stories about the schools in England that were not possible to do before. Or my knowledge combined with a developer makes it possible to do a visualisation of the property market in England and Wales that hadn't been done previously.

Welcome back to Sweden! What are your plans now?

- I'll be running a very small team for data journalism at SVT, Sweden's public service television broadcaster. The team will collaborate with reporters, editors and researchers to find stories in data. To start with, we'll tackle the Swedish election in September.

Nina Hjelmgren

Education Manager, Training Manager Sweden

Photo: Magnus Rydnér



Gender is in the air

”Did you know that gender was translated into ‘women’ throughout your speech?”. A local speaking colleague delivered the fact with a smile and made me feel quite silly.

I had just made a presentation on how to apply a gender approach in community media, while repeating that gender is about social roles and how they affect women - and men. This was in 2015 and Myanmar/Burma experienced a continuous turbulent period of change. Journalists were still exploring their new freedom since censorship was abolished in 2012. Fojo had a history of supporting Burmese media in exile and was in a joint engagement with our Danish sister organization IMS, to support the development of independent and professional media. At that time gender was an almost unknown concept in the country.

Two years later: November 2017. Myanmar Women’s Journalism Society (MWJS), a newly established local partner organisation, launch research on gender representation in the media showing that only 16 percent of the voices in the media are women. The discussion that follows is vivid: Why are there so few women in decision making positions in media - and where are the gender strategies that support gender balanced journalism and workplaces? What can be done to combat sexual harassment in the industry recognizing the fact that men can also be victims? The media representatives on the panel and the audience do not agree on everything, but there is definitely a common understanding that gender equality is inherent to quality journalism and more needs to be done.

The rewarding feeling of actually being part of a change process is hard to beat. In development assistance, you construct your theory of change and plant seeds, but there is no guarantee that you will ever see the “behavioural change” that was aimed for. In the Myanmar

Personal view

**Agneta
Söderberg
Jacobson**

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I was recently asked by a previously gender-blind partner if Fojo can support them in developing an internal gender strategy.

case, progress has definitely been made. I was recently asked by a previously gender-blind partner if Fojo can support them in developing an internal gender strategy. Some might argue that the newborn interest is mainly about pleasing donors, but that is not necessarily something bad. In Zimbabwe, Fojo's long-time partner Gender Media Connect, now experience a momentum after ten years of gender sensitization efforts targeting local media houses, and ascribe it partly to regional competition and peer pressure instigated by Fojo, IMS, WAN/IFRA and other media developers.

Of course, gender efforts in media development offer more than sunshine stories. There is much to tell about complex patriarchal contexts, resistance and ingrained stereotypes. But for the moment, let's us just enjoy the fact that there is more to the picture than the backlash for gender equality seen in the US and parts of Europe. When and where gender is in the air - change is possible.



Agneta Söderberg Jacobson
Gender Advisor

KALFADHI - Getting young Somalis engaged in democracy work

Kalfadhi - meaning "in session" - is an independent platform covering parliamentary and governance issues. It aims to promote openness and to stimulate citizen engagement especially among young people. Kalfadhi acts as a bridge between parliament and governance structures and ordinary Somalis, providing them with the information they need to understand the relevance of the issues under discussion, and to make their contributions to discussion and debate.

In November 2017 there was a workshop in Mogadishu where trainers from Zimbabwe came to share their knowledge and experiences on how to build a platform like this.

Somalia has a youthful demographic and many of the newly elected MPs are also under the age of 35. The Somali media usually covers formal procedures such as the opening or closing of Parliament and the President's speeches. Some media air the full speeches of certain MPs. But the substance of debates remains uncovered and the issues at stake are not explained or analysed. Parliament seems cut off from the people and its business does not appear relevant to people's lives. Kalfadhi's purpose is to make young people more aware, help them understand, and encourage them to get involved.

*Kalfadhi is a
web-based platform
which is linked
to social media.*

www.kalfadhi.com

How does Kalfadhi work?

Kalfadhi is a web-based platform www.kalfadhi.com which is linked to social media. The website carries profiles of MPs, explanations about the workings of Parliament, parliamentary news, and links to an archive of video from parliamentary sessions and committees. This serves an important function given the lack of an official record of parliamentary proceedings. The website links to Facebook, Twitter, and YouTube accounts.

Material for the platform is generated by a team of 13 young contributors in Mogadishu and a small team in Nairobi. The contributor team will be expanded to cover federal state parliaments in other regions in the next phase. Ideas and topics for articles, interviews and other posts are discussed using an internal Whatsapp group.

Kalfadhi produces daily short videos on YouTube giving different angles to parliamentary or governance-related topics under

discussion. The team post daily Facebook updates including news, promotions of content on the website, and specially produced multimedia items using attention-grabbing stories including photo and video. The Twitter feed is currently managed in English, as a link to the wider world. We use a lot of infographics to engage people.

What has the response of the audience been?

Young Somalis online are the target. They are the future of Somalia. They need to be informed and able to participate in governance processes. The response has been impressive with 2,135 fans on Facebook (people who have liked the page). Kalfadhi taps into the huge Somali Facebook community by sharing its material through Facebook friends, some of whom have thousands of followers themselves.

Somalis love politics so there is plenty of sharing and liking - and we are pleased to see the feedback and comments generating open discussion and debate.

Can you give examples of a few Kalfadhi stories, and the reactions they have sparked?

An article in February on the introduction of Value Added Tax (VAT) by the Somali federal government broke our record so far with more than 1,500 views on the Kalfadhi website. It is the first time VAT is being applied in Somalia and we explained how it works, who collects and processes the tax, what are the



Anisa Abdiaziz Hussein, one of the contributors to Kalfadhi.
Photo: Abukar Albadri

advantages and possible disadvantages. The issue has raised a lot of discussion in the past few weeks, with the government wanting to claim 5% VAT in advance from businesses. The port and main market closed in protest. There are concerns because the government has no audit system in place.

What is Kalfadhi's most important contribution to Somali society?

We are making an important contribution to increasing young people's knowledge and understanding of how their parliamentary and government structures and processes work. This will enable them to make the connection and see how it affects, or can potentially affect, their own lives. In time it will also contribute to empowering them get engaged and to hold the parliament and elected leaders to account. This may take time but we have already set off on this exciting new journey.

Abdirahman Taysir
Kalfadhi Newsteam

The challenges in seeking the truth

It is always a pity to quit something before you've even started. Fact-checking and accountability journalism, in which claims that already exist in the public domain are qualified and contextualized, have long been woefully under-represented in Sweden.

Personal view

**Jack
Werner**

To be sure, during recent election campaigns a couple of editors conducted more or less systematic reviews of the statements of politicians, and when high-profile gaffes or controversial comments surfaced, reporters wasted no time in scrutinising them. Still, one would be hard-pressed to find a full-time Swedish journalist with a persistent and dynamic focus on fact-checking.

Yet these days, when efforts are finally being made to correct this shortcoming, one encounters critics who sound absolutely certain that accountable journalism is unsustainable and risks destroying public confidence in journalism. As if there have been thousands of failed attempts, these critics (seemingly oblivious to how such a statement sounds) argue that the truth is not something that journalism should attempt to define. This is quite odd, because in the autumn of 2017, Fojo commissioned Lars Tallert and me to investigate global efforts and research aimed at monitoring and rejecting inaccurate information on the internet, and we discovered a wealth of resources.

The intention was to deliver a status report on international opinions and efforts related to fact-checking in the age of social media - and to hopefully find out what the most meaningful contribution to this effort could be here in Sweden. We found that there was no shortage of sources of information. International interest in this area has exploded since the dramatic political events of 2016, and the clearest conclusion was that there is a wealth of exciting work and research going on in this field. The report's conclusion was to propose a knowledge centre that can compile and disseminate information about

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Now we must hope that Swedish editors begin to take an interest in these issues. There is a curious lack of interest in what the research says about how fact-checking works, and this disregard is not limited to accountability critics.

fact-checking and accountability journalism, and this initiative is now at the top of Fojo's agenda.

Now we must hope that Swedish editors begin to take an interest in these issues. There is a curious lack of interest in what the research says about how fact-checking works, and this disregard is not limited to accountability critics (who have already dismissed as impossible something that hasn't even been attempted). Moreover, many reporters seem more interested in showing off their journalistic muscle ahead of the September 9th elections, although the need for fact-checking certainly doesn't end the moment the votes are tallied. No one would be happier than I if this impression became the first of many to be exposed as false.



Jack Werner

Freelance journalist and cofounder of the fact-checking initiative Viralgranskaren

Oleg makes his marks

It was 16 years ago, in 2000, when Oleg Khomenok from Ukraine came to Fojo in Kalmar for the first time, then with a group of editors to study local newspapers. Two years later he passed Training of Trainers at Fojo. Soon Scoop Russia was launched and since 2013 Oleg has trained Russian reporters in investigative journalism under Scoop Russia in Kalmar.

- The most important role for a journalist is to tell the truth. That has not changed since the beginning of journalism. To inform about issues that might affect people, explain, show perspective and also entertain.

Oleg Khomenok is back at Fojo in Kalmar, training journalists to teach colleagues about investigative journalism, this time a group of Russian journalists. Oleg is an investigative reporter from Ukraine and one of the founders of Yanukovych leaks <http://yanukovychleaks.org/en>. He has trained journalists for 20 years.



*Oleg
Khomenok*

<http://yanukovychleaks.org/en/>

- It is like planting seeds; we teach here in FOJO 8 people now and they then will train 20 people/year, the extension, multiplying. We have a lot of good results after the training we do here. We teach the next generation of journalists, the young who are eager to do investigative reporting.

- Real investigative journalism is when you publish something that someone doesn't want to be published, Oleg underlines.

The users of journalism have changed their behavior. Before, people watched television. Now, people make breakfast at the same time as they listen to television. And they want to have news live, to participate and comment, take part in the news flow.

- You have everything you need to produce news on a smartphone. Reporters are becoming the facts-checkers of news submitted and posted by users.

The participants in Scoop Russia are learning about investigative journalism. The

most difficult part is how to approach those affected by the topic of investigation.

- They have weak skills to interview others than official sources. The regular investigative reporter finds something in open data, like questionable information about a luxury mansion; goes there, takes pictures with a drone and approaches this person, that's it. No questions to those affected by this. Investigative reporting will be more efficient when reporters will show not only wrongdoing, but also people who suffered due to this wrongdoing.

Which are the obstacles then, facing journalists in Russia of today?

- Obstacles? The biggest obstacle for them is their government. Russia has a really tough media environment, reporters have a lot of restrictions and limitations. And the problem with freedom of speech is a big issue. There are two major obstacles: legal limitations and physical security. Reporters might be beaten or threatened, causing self-censorship and avoiding topics, especially in investigating reporting.

How do you overcome the obstacles?

- The legal risks might be reduced. Every line and every statement must be verified, fact checking and legal screening is really important. Physical protection; cooperation between reporters setting up rules and regulations to avoid these threats.

- Another issue is digital security, we are living in a world that is online and can be hacked. A reporter must have the skills to prevent this.

- Yes, it is getting tougher out there.

Oleg returns to the lecture hall to continue his legacy, strengthening young journalists so that they will endure the reality in creating investigative journalism. And in Russia too.

Nina Hjelmgren

Education Manager, Training Manager Sweden

” The most important role for a journalist is to tell the truth. That has not changed since the beginning of journalism.

My passion is in helping other journalists

In the first five years in my career as a journalist in Kenya, I used to struggle with the ‘So What’ unanswered questions of the stories I produced, until I undertook a development communication training and mentorship programme.

I learnt that there is more than just informing my audience about what is happening around us, by highlighting socio-economic challenges like poverty, democracy and human rights, corruption and health. By doing so, state and non-state actors are called to take action on the issues addressed.

I once visited a remote area of Kenya in Turkana County, where a small community radio station struggled to change society despite raging banditry, severe drought and poverty. I was honored to have trained the volunteers at the radio station, most of whom had never stepped in any journalism class, but nonetheless were the popular voices of hope and change in the airwaves of northern Turkana.

My passion is in helping other journalists investigate and produce stories that can positively impact the society they live in. I have had a fulfilling experience in working with organizations like Internews, Fojo Media Institute, Transparency International Kenya and others to develop strategies and programmes to engage the media, improve skills and facilitate journalists to fulfill impactful ideas.



**Abraham
Mariita**

Abraham Mariita
Kenya

We are co-creating a new approach to journalism

It is a few days after Christmas. The year is 2004. Here in Sweden, we have not yet grasped the full scale of the tsunami disaster. The country is in mourning. I listen to the radio and read newspapers. I hear how journalists are mishandling the story. They don't know how to deal with such a difficult and sensitive topic.

“You should have a course on disaster journalism! About how to ask questions when the person being interviewed is in the midst of a crisis,” I say. It's a few months later and I am on the phone with Per Martis, a project manager at Fojo.

“Yes!” exclaims Per. He doesn't know who I am and has no idea about my professional background. Yet he takes my idea very seriously, and we begin to flesh out a plan for a groundbreaking new course on difficult interview situations.

It takes about six months for us to transform our idea into a reality - and then I'm standing at the front of one of Fojo's classrooms on Gröndalsvägen in Kalmar for the very first time. The brightly lit space is packed with people. I'm extremely nervous. As the course participants take turns introducing themselves, I feel a twinge of doubt. “How can I contribute anything of merit to these experienced and critical journalists?”

I get off to a shaky start. On that day, I could never have imagined how many times I would end up returning to Fojo. Or that a few years later, I would be off to St Petersburg to train

Russian journalists. Indeed, there is something very special about the way Fojo approaches teaching. It is a “safe space” where one is allowed to try out new things, and where fresh perspectives have room to grow.



Anna
Ivemark

I will never cease to marvel at the way group dynamics work, and it's a real thrill when I realise that a participant has had an epiphany - has dared to try, and learned something new. That's what happens when you make time for a “deep dive.” We live in a time of fast-paced media, and editorial boards are up against shrinking budgets that limit their ability to hire competent journalists. That's precisely why we must take time to reflect on the issues at hand. There can be no learning without reflection, and when we cease to learn, we can no longer communicate new thoughts to our readers, viewers, or listeners. Anyone can submit an idea to Fojo that may one day become a course. Together, we are co-creating a new approach to journalism - it's quite an undertaking!

Anna Ivemark
Sweden

I become a better journalist

There is nothing more difficult than teaching journalists. Yet almost nothing is quite so exciting. It is in a journalist's nature to question authority.

*Erika
Bjerström*

I have seen the initial skepticism in the eyes of my colleagues every time I embark as a leader on an educational journey - about developments in Africa, about climate change, about the EU, about globalisation, about environmental journalism. An unspoken question hangs in the air: "Who are you to stand up there, assume authority and tell us how to do our jobs?" All that is in order, it is engrained in every journalist to question authority.

What makes me keep coming back to Fojo is the progress we make during the rest of the week. My role is not to tell anyone how to do their job, it is a shared learning experience that follows those initial, confrontational moments. In the accelerated world in which we are living, with its growing demand for deliveries to more and more media platforms, Fojo is a rare oasis.

Fojo offers us the opportunity to deepen our knowledge and to consider and reflect upon journalistic issues - three things we seldom get the chance to do in this day and age.



Photo: Kristian Pohl

Every time I lead a Fojo-course, I become a better journalist. I also get the chance to focus and think things through. When I reflect upon my 35 years in the profession, I am filled with gratitude for colleagues who took the time to provide me with feedback, to praise my work, and to confront me with bitter truths. Every one of these interactions helped me to grow in my professional role. In the United States, people often talk about giving back - that we all have a responsibility to give back. I think that's a beautiful thought.

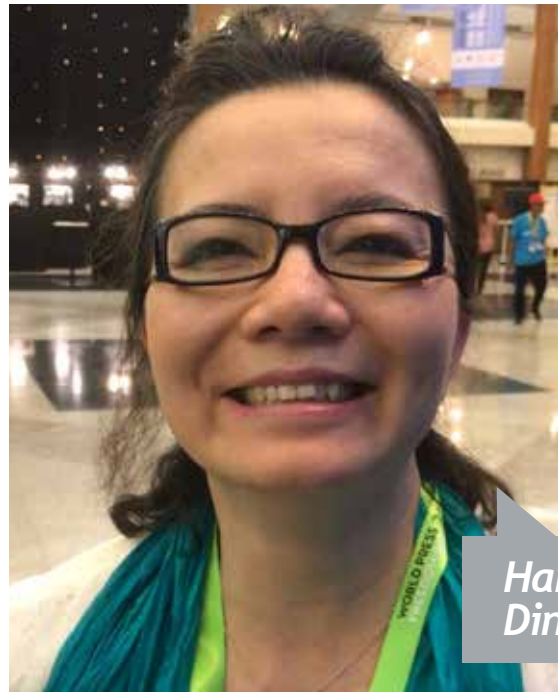
Erika Bjerström
Sweden

Good journalism is always powerful

I started working as a TV journalist in Vietnam in early 1980s with no background in journalism. I learned on the job doing TV news reporting through Soviet Union Television - the only international television channel transmitted in Vietnam at the time.

Later, when I had the opportunity to do post graduate studies in journalism, I very much understood why we - the journalists - often do things in the way we do. I thought I should try to transfer what I learned and my vast experience to younger journalists who like me did not have a journalism background so that they would be more aware of the impact of their roles and their jobs in the society and to seek out the truth and give unbiased opinions to the public by carefully choosing and identifying their sources and their motives.

Journalism practice has changed a lot in Vietnam in accordance with the more open political environment, and with the presence of social media brought by communication technological advantages. As professional trainers and educators, we still provide skills training in television, print, online and multimedia journalism and social media, and run courses on ethics and editorial decision-making. These skills could also be used by bloggers, Facebookers and many other social media players. But I think journalists must always maintain a higher standard in



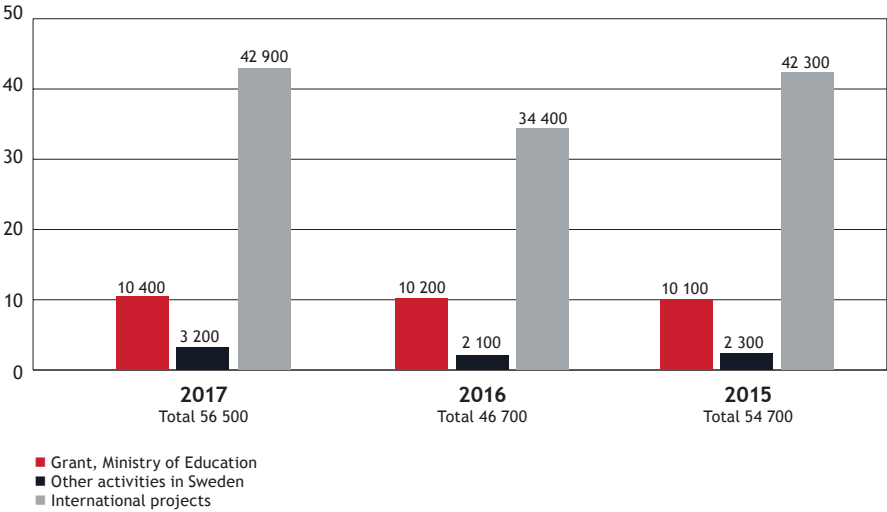
Hang Dinh

their work, always keep their credibility, and that's why they need to be trained and educated in journalism as a profession. I believe that good journalism is always powerful in society.

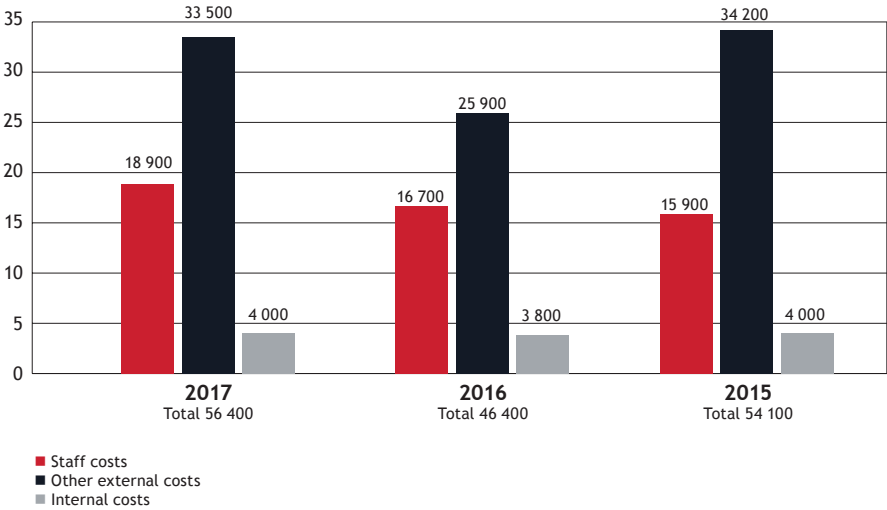
Hang Dinh
Vietnam

Financial overview 2017

Turnover (TSEK)



Costs





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