

# OUR STORY 2018

**FOJO: MEDIA INSTITUTE**  
■■ Linnæus University



Fojo Media Institute strengthens free, independent and professional journalism in Sweden and worldwide. We are an independent institute at one of Sweden's leading public universities, the Linnæus University. Since 1972, Fojo has built capacity for more than 50,000 journalists from more than 100 countries and supported media development in more than 40 countries.

Fojo is Sweden's leading media development institute, operating nationally and internationally; in Africa, Asia and Europe. We are bridging support to institutional and individual capacity building, digital innovation and convergence, gender awareness, monitoring of corruption, business management as well as administrating complex media development portfolios.

This is our story.



# Free. Independent. Professional. Always.

In 2018, we have seen a growing animosity towards journalists in many countries. We have seen harassment of journalists and aggression against the media being openly encouraged by political leaders. We see that the space for a sound, deliberative democratic discussion is shrinking.

The best way to counter these anti-democratic trends is to strengthen free, independent and professional journalism. This is the core of Fojo's mission, in Sweden and internationally. Jointly with our partners and individual journalists we engage in a wide range of activities to ensure that quality journalism is produced, ensuring that people in power are held to account.

It was an eventful year for Fojo:

In Sweden we trained more than 500 journalists, developed digital helpdesks on fact-checking and disinformation, assisted media houses and journalists to deal with threats and harassment. We trained Swedish journalists on how and where to find the hidden stories in European politics and the EU.

In Eastern and Central Europe we supported independent media houses and their aspirations to become more professional and more financially sustainable.

In Kenya, we engaged journalists and civil society to increase transparency and decrease corruption in the education and health sector.


In Bangladesh, we cooperated with leading media houses, improving their investigative journalism - a contribution that significantly has increased the number of high-quality investigative stories produced in the country.

In Somalia, we have jointly with our Danish partner International Media Support (IMS) developed the entire media sector, under constant threat of terrorism.

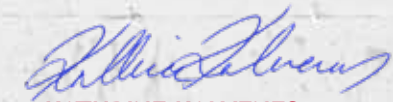
In Ethiopia, we were one of the first international media organisations to assist with the democratisation of the media sector.

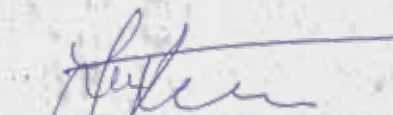
Globally, we have produced an extensive report and mapping on harassment against journalists, with a focus on female journalists, focusing on five countries in different parts of the world. We have also had a leading role in assisting media to improve structures for self-regulation in Sub-Saharan Africa.


These are just a few samples of our broad support to free, independent and professional journalism. Through this booklet we wish to share some of our stories and to introduce you to some of our staff, partners and journalists in our global network.

  
**KERSTI FORSBERG**  
Director

  
**KATARINA ZWINKELS**  
Head of International  
Development Programmes

  
**KATHRINE KALVENES**  
Head of Administration and Finance

  
**LARS TALLERT**  
Head of Policy and International Development

  
**ANNICKA FLOVIN**  
Head of Learning and Thematic Projects



In October 2018, Fojo presented a report based on an extensive study, financed by the Swedish Ministry for Foreign Affairs. Managed, researched and written by Marika Griehsel and author Christer L Pettersson, the study proposes an international centre for prevention of hate and harassment against journalists. Here are some quotes from the report:



*Some say switch it off, it's just online (...) It doesn't count. But it does count, and it's having a real impact on our lives. Hate hurts. And it often fuels action in real life."*

SWEDISH FEMALE JOURNALIST



*These attacks are everywhere because they want to silence us. So they use a number of tools, including legally suing you or legally demanding you to be silent. I was sued for half a million dollars for defamation. Yes, of course there is self-censorship. We have to be careful."*

MEXICAN BROADCAST JOURNALIST LIVING UNDER A PROTECTION SCHEME



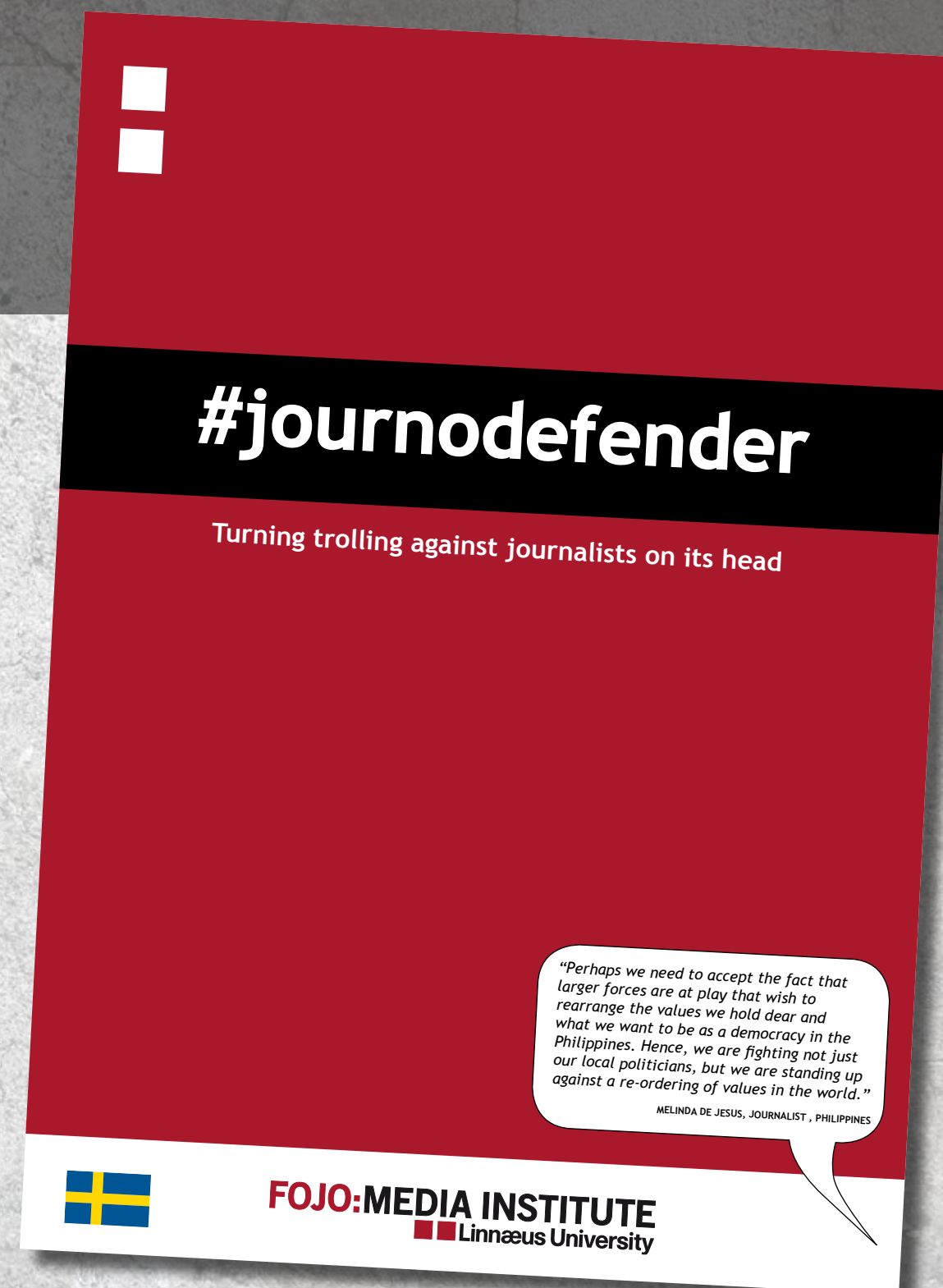
*We have seen female journalists killed because they had spoken out. Mapping, knowing the scale of the problem, is extremely important. Sharing, having a support system and sometimes naming and shaming works. But sometimes it doesn't."*

EGYPTIAN FEMALE JOURNALIST



*We didn't have much cyberbullying until around two years ago when we disclosed Ukrainians who appeared in the Panama Papers. The targeted bullying that followed, with lists of journalists circulating, was systemic and not just an angry public lashing out at us. It was an organised campaign."*

UKRAINIAN JOURNALIST KATYA GORCHINSKAYA





# Breaking the normalcy of hatred

During 2018 Fojo's governmental mission to strengthen and support Swedish journalists against hate speech and threats took another important step. The goal is to break the normalcy of impact on journalists, and increase preparedness.

**BY HANNA ANDERSSON**

Project Manager Demokratijouren

"In Sweden?" you might ask. "Yes, in Sweden", we say. Although this is a country with high levels of press freedom, known for practicing and protecting gender equality and freedom of speech, Swedish journalists are often targeted in their daily work. In the latest survey conducted among professional journalists by the University of Gothenburg (2016), one in every four journalists stated that they were subjected to harassment, threats or physical violence during the last year. This far we see no signs of decreasing numbers. And this has evident consequences. More than four out of ten journalists admit to shying away from reporting on certain subjects, groups or topics due to worry or fear of repercussions.

**So as you see,** we have urgent work to do here. During the summer of 2017, Fojo Media Institute took on a new assignment to strengthen free, independent, professional journalism in Sweden.

Our main mission in Sweden has previously been to offer further education to professional journalists. Now the Ministry of Culture assigned Fojo a second governmental mission: to support and strengthen journalists against

hate speech and threats in their daily work, and to focus on prevention.

Our goal in this mission is for everyone in Sweden to have the facts about how and to which degree journalists are being targeted. How some hate and threats carried out towards journalists are just outbursts, and some are organised. And how this has serious impact on Swedish democracy, having results in self-censorship among journalists.

Our second goal is for every journalist and newsroom to become more aware of how they can protect themselves and increase preparedness.

Early on, Fojo decided to name this project Helpdesk for Democracy, "Demokratijouren" in Swedish. We feel strongly that this is a mission to help Swedish journalists practice their democratic rights and to strengthen them in their professional role as journalists.

**During the spring of 2018,** Fojo launched the website [demokratijouren.se](http://demokratijouren.se) where journalists and publicists, but also members of the public, can learn more about the Swedish situation. A large part of the website contains information and advice from experts and Swedish authorities.

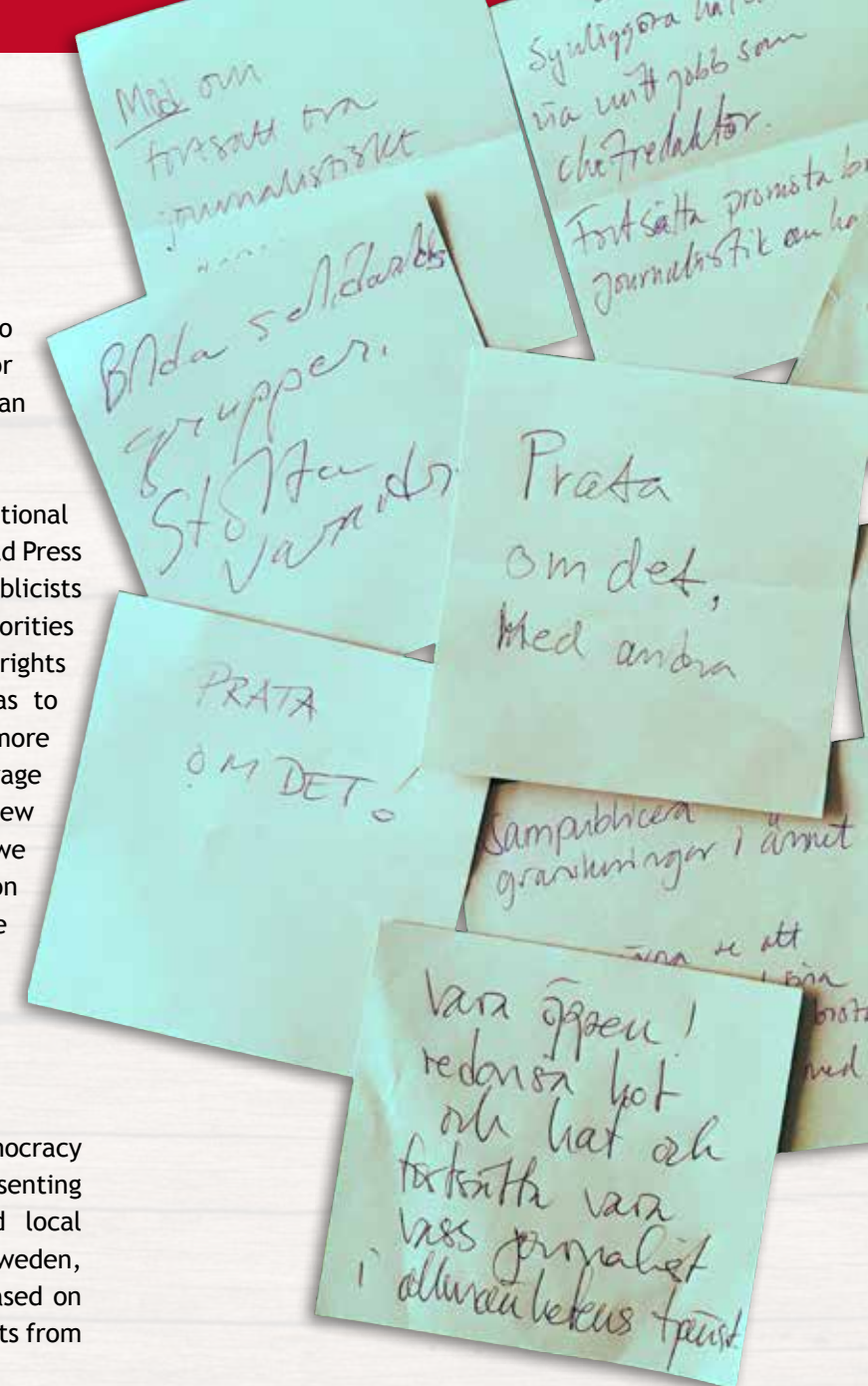
But the website also contains practical help, such as templates that can be used by

newsrooms or freelance journalists to inspire them to form a plan of action or policy, and to establish routines that can be used in a crisis.

**On May 3rd,** Fojo organised a national seminar in Stockholm, to recognise World Press Freedom day. We invited journalists, publicists and other representatives from authorities and organisations protecting civil rights and freedom of speech. Our goal was to inspire strategies on how to become more proactive, spread ideas and encourage everyone to organise and find possible new partners. When leaving the seminar, we asked every participant to write down on a small note what they themselves are prepared to do to fight self-censorship and tackle hate speech and threats. A large majority of the notes simply said: "talk about it".

**That is also what Helpdesk** for Democracy has done during all of 2018. Representing Fojo, I have visited newsrooms and local freelance associations all over Sweden, giving them a situational awareness based on statistics, surveys, and official statements from authorities.

Through our work in Helpdesk for Democracy, Fojo is doing everything we can to break the normalcy of all this. Because this is all but normal. The impact is silencing Swedish journalists.





# The Grills and the fairy tales

Did you ever dream about being an investigative reporter, digging up politicians' dirty secrets or uncovering the absurdities of Kafkaesque bureaucracy? Then the power couple Marja Grill and Mikael Grill Pettersson of Swedish investigative reporting have some tricks to share with you.

BY AARON ISRAELSON

When Mikael 'Micke' Grill Pettersson scrabbles around on his laptop and the projected screenshot that appears on the whiteboard is headlined "The Fairytale of King Pen", the twenty-five or so participants in class don't know quite what to make of it.

Marja Grill is standing in the opposite corner. Anyone who, for that brief moment, happened to set eyes on her, might have seen her frown as the screenshot made its appearance.

Has the professor accidentally displayed his child's homework? Or is he just trying to lighten things up?

Whatever Micke is trying to pull off, it seems to be working.

**Just seconds ago** the students' attention was fixed on the stunning view of the Gothenburg harbour, the largest in the Nordics, and its mighty trademark orange cranes. The cranes, of course, look like giant giraffes, eager to

bend their long necks down towards the Göta Älv-river to have a swig of ice cold water before it's absorbed by the North Sea, where the river is immediately heading. It's certainly the kind of view that will capture your imagination, but one that tends to be somewhat distracting when one is in class.

Micke however manages to fend off the distraction, although it is already after lunch and, as he admits, anyone's receptivity to handy but a bit technical instructions for online research, might be limited at this point.

So Micke prevents the decaying attention span by telling, not so much a fairytale, as a sordid tale of a full-blown conspiracy theorist, who believes in Jewish plots to rule the world, and who successfully passed scrutiny of the liberal Center Party and went on to be a candidate for Parliament. 'The Fairytale of King Pen' turns out to be the headline that marks the beginning of former candidate Ove Svidén's long and rambling conspiracy theories, all published in plain sight online.



*Marja and Micke Grill teaching: energetic, engaging and inclusive.*

PHOTO BY JOHANNA NORIN



**Let us get back to** Ove Svidén, his conspiracies and his fate within the Center Party in just a little while.

“Nowadays my best school is the Fojo class we teach. Because our participants are so smart”, Marja Grill tells me, when I meet her and Micke for an interview in the lobby of a historic Art Nouveau hotel, just across the harbour, where their course is being held.

Marja is Micke’s co-teacher during the Fojo courses they both teach in Stockholm as well as here in Gothenburg. They are, as their family name might imply, also married to each other.

She has just been telling me that her own best school as an investigative reporter was ‘Grävseminariet’, literally ‘The Digging Seminar’, an event that the Swedish association of investigative reporters organises each year. Two days crammed with seminars on methods and case studies for ‘grävarna’, literally ‘the diggers’, the Swedish equivalent of muckrakers.

**Now Marja is a teacher** herself and together with Micke and Fojo has her own recurring two-day educational event for ‘digging’ reporters. But although she and Micke are the trainers, they still get to learn a lot themselves. They hold their participants in high regard.

“People who take a Fojo class have themselves decided this is something they want to do. As opposed to students or an editorial desk where the boss tells the reporters to come to an in-house training, these guys are really involved and committed”, says Marja.

“One of the best things is all the reporters with a special field of interest that you meet”, says Micke. “We had two reporters from the magazine Proffs in class at one point. Do

you know what that is? Neither did I. It’s a newspaper for the truck industry.”

“They were the most passionate, knowledgeable journalists and had so many ideas. We put them in touch with the Skåne branch of our employer Swedish public service television and they aired some great TV-reporting that very evening on Romanian sixteen-year-olds driving without a permit on Swedish roads, in cooperation with these guys from the truck magazine”, he continues.

**The aim of the Fojo course** ‘The basics of investigative reporting’ is for the participants, most of whom are reporters at various media outlets all over Sweden, to be able to conduct serious investigative reporting with very limited resources. The participating reporters are often employed at small local newspapers or niche sectorial magazines, such as ‘Proffs’.

Two days with acclaimed investigative reporters Marja and Micke are meant to achieve immediate results.

“Tomorrow these participants are supposed to be able to return to their editorial offices and take up their work from where class ended”, says Marja.

“We preach the childbirth method. To push forward step by step and point your research towards your hypothesis”, she continues.

And the feedback they get suggests their childbirth method works.

“We invite all participants to a Facebook group where we ask them to share their progress. We recently had a female participant who said the circumstances to do investigative reporting at her workplace were just the worst. But just a week after she had taken our course

she had finalised several leads she had been on to. A really interesting police story amongst others”, says Micke.

**“So this was in 2010.** Social media was still new. I told my colleagues at Rapport (Sweden’s main TV news programme) that I had found a news tip on Twitter. There was more silence than in a cemetery and awkward looks”, Micke says.

We are back in class. Micke recreates the editorial silence for a moment and gazes out through the panoramic window. Right next to the cranes lies a magnificent glass building, hosting the offices of the Gothenburg branch of SVT. The broadcaster’s logo is highly visible across the river. This is Marja’s hometown, but Micke too can feel at home.

Micke picks up the thread. We’re finally back at the conspiracy theorist and parliamentary candidate Ove Svidén.

“It was a tweet by internet activist Rasmus Fleischer that caught my attention”, Micke says.

Fleischer, a contemporary historian and open internet activist, who was also the spiritual godfather of The Pirate Bay, had just

tweeted: “Let me introduce you to Ove Svidén, parliamentary candidate for the Center Party.”

Fleischer had included a link to Svidén’s web page in his post. And Micke did his research.

“When none of my colleagues wanted to pick up this story because I had found it on Twitter, I had to do it myself. So the moral of this story is this very practical tip for online research: When you stumble upon this huge mass of text online, there is a simple way of cutting to the chase. I simply hit CTRL+F and a search bar appears. I wrote in ‘Jewish’ and would find something like: ‘Jewish bankers behind 9/11’.”

**Micke Grill Pettersson had** astutely located the gist of ‘The Fairytale of King Pen’ with a few strokes on his keyboard. Needless to say, the Center Party kicked Svidén off their list.

“Now, I admit, this was a long story to get to ‘CTRL+F’. But you just can’t cram this stuff in after lunch. Our brains are not made for it. Marja however does have some issues with my aptitude for anecdotes”, Micke says.

His wife and co-professor reverses another sigh and reveals a smile to her partner in crime.

### MEET THE GRILLS

**Mikael “Micke” Grill Pettersson**

- Born in: 1972.
- From: Örnköldsvik, in the north of Sweden.
- Alumni of: Sundsvall university, majored in journalism.
- Accomplishments: His reporting has made him the sworn enemy of Swedish telemarketers. Awarded with Guldspaden - ‘the Golden Spade’; the finest award for investigative reporting.

**Marja Grill**

- Born in: 1975.
- From: Gothenburg, in the southwest of Sweden.
- Alumni of: JMG, the Department of Journalism, Media and Communication at University of Gothenburg.
- Accomplishments: Nominated for the Best European Journalist 2018 award by PRIX Europa for her reporting on disabled people. Nominated for ‘the Golden Spade’ for reporting on a pharmaceutical scandal.





Paying close attention in class. PHOTO BY JOHANNA NORIN

## The importance of building strong trainings

Anna Morin and Erik Birksten (pictured below) are two of 461 journalists that took part in a Fojo course in Sweden in 2018. We do our best creating valuable courses, knowing that their competencies need continuous improvement. Journalists are not only facing new production tools but also a challenging, even defiant, environment.

Sweden has, like many other countries, experienced cutbacks in the media industry. The demand on the journalists still in the business are increasing - fewer do more. The pressure to produce is there, and with fewer doing more, doing more means doing everything like writing, photographing, graphics and being on social media. We must envision the demands

and create courses to meet them. “How to produce a video for the web” and “Podcast” were two of the most requested courses in 2018. Being

an active part of a functioning democracy, we must also offer courses in investigative journalism, about the climate and how propaganda works.

Feeling the pressure on the market, journalists tend to restrain their wishes to leave work for further education. We sensed this in 2018, when more journalists than usual declined participation in courses they had been accepted to. Some said they felt guilty leaving their colleagues, others hesitated to ask their boss for the time off. In response to this, Fojo will continue offering one and two-day courses around the country in addition to the five-day courses held in Kalmar.

We know how valuable the time is for each journalist attending a Fojo course and do everything we can to offer the very best courses and top-notch trainers: the most experienced journalists in their fields with a desire and passion to share their knowledge.

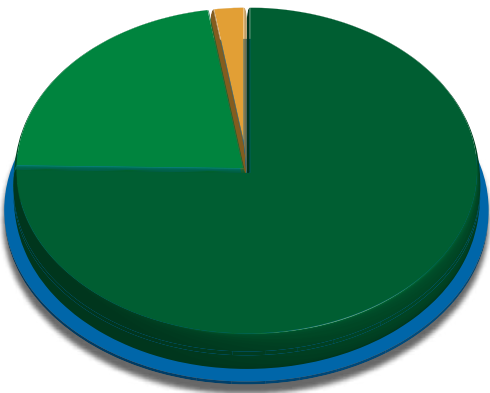
**NINA HJELMGREN**  
Education Manager, Sweden



Anna Morin and Erik Birksten. PHOTO BY NINA HJELMGREN

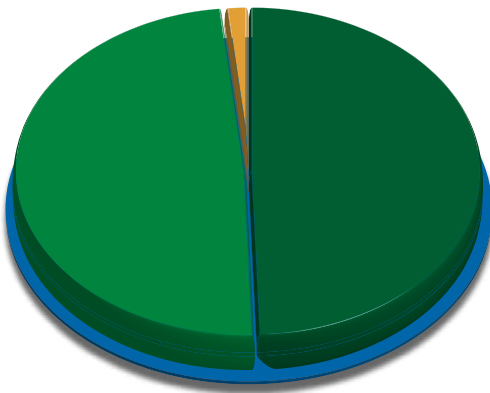
Did we succeed in delivering the best course? Each participant receives an online evaluation form after the course. The response rate in spring of 2018 for the courses in Kalmar was 86.6%.

Which is your overall impression of the course?



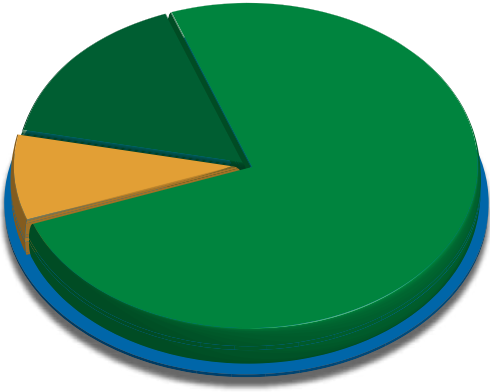
Very good (75%)    Good (23%)  
Average (2%)    Bad (0%)

How useful will the course be?



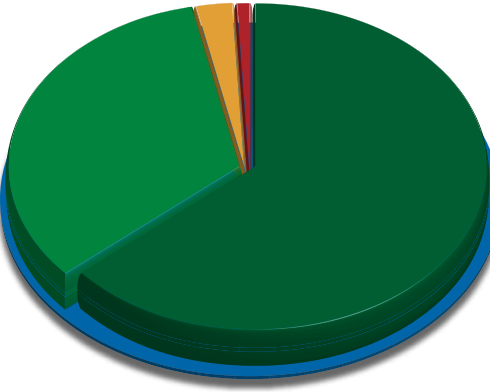
Very much (50%)    Pretty much (49%)  
Pretty small (1%)    None (0%)

How do you grade your own contribution?



Very good (16%)    Good (75%)  
Average (9%)    Bad (0%)

Did the course meet your expectations?



Yes, entirely (64%)    Yes, partly (33%)  
Average (2%)    No, not particularly (1%)



# ”Faktajouren” - fighting disinformation the Fojo way

Checking facts has always been a part of a journalist’s job - but new times require new methods and here journalism has not really stepped up.

BY ANNELIE FRANK

Project Manager Faktajouren

The issue was first identified in a report that Fojo produced in 2017. In April 2018, Fojo’s “Faktajouren” (Factaid) started. This was possible thanks to the financing from Anderstiftelsen. The mission is to support Swedish journalists in various ways with regard to fact-checking.

The area is large, the terms many and sometimes confusing. There is no established definition of fact-checking, but in most contexts nowadays, the term is used when it comes to checking statements from politicians and tracking disinformation that has been widely spread on social media. But it is also about how media themselves can be better at checking the information they publish. Inaccuracies easily slip through in the hunt for clicks, in increasingly slimmed-down newsrooms with high demands for speed.

**During the work with** “Faktajouren”, it has become clear that many Swedish journalists need better technical knowledge, a greater understanding of how social media works and knowledge of how different kinds of disinformation affects society. And, not least, they need time to learn all this.

During “Faktajouren’s” first months, the focus was therefore on developing a digital, easily accessible platform with tools, methods and conceptual explanation which provide the possibility of deepening knowledge in this topic. The platform was ready in mid-August and has since been a living document with regular updates.



Annelie Frank.



*It has become clear that many Swedish journalists need better technical knowledge, a greater understanding of how social media works and knowledge of how different kinds of disinformation affects society. And, not least, they need time to learn all this.”*

**During its first year, “Faktajouren” has also:**

- Been on an outreach tour to launch [Faktajouren.se](https://faktajouren.se) in Borås, Karlstad and Falun.
- Participated in international fact-checking conferences in Barcelona and Brussels.
- Arranged an event about disinformation for journalists in Malmö.
- Organised a training day on advanced search methods for journalists who already have a high digital competence.
- Attended several national conferences and seminars.
- Participated in EUfactcheck, a collaboration between approximately 20 universities across Europe on fact-checking prior to the elections to the European Parliament.
- Started dialogues and networking with actors in the field and been on study visits at fact-checkers such as Viralgranskaren, Dagens Nyheter, Faktiskt.se, Poynter Institute and Politifact.
- Developed material for one-day courses to be held around Sweden in 2019.

**It is also clear that disinformation** is a global phenomenon in which journalism has a lot to gain from collaborating across national borders, and “Faktajouren” has become increasingly visible in various international contexts as an actor in these issues.

Thanks to continued grants from Anderstiftelsen and a new grant from Barometernstiftelsen, the work of “Faktajouren” can continue and be developed in order to support and develop Swedish journalism in this area where a lot happens at a furious pace.



# ITP: Creating a new pool of differentiated people - united in a common vision

BY CHURCHILL OTIENO

Digital Managing Editor, Daily Nation, Kenya

Africa's media finds itself at a confounding place today - sandwiched by interests working hard to box it in and take away any shade of independent journalism, and disinformation in social media presenting a golden moment as demand for verifiable reporting rises.

It is while considering how to balance efforts in managing this conundrum that the International Training Programme came up, allowing myself and colleagues quality time and knowledge to consider the central question - how should media be organised to effectively play its role in our society today?

The answer, which is now quite clear, is found in what structures and frameworks nation and states place in statutes and public policies, and eventually what media cultures we evolve over time. The reflections in Kalmar, Copenhagen, Nairobi and Mombasa so far have made it clear that those who have the best chance of imagining the realistic and practical framework are the journalists. But it is also very clear that most journalist associations are very weak, and that most journalists hardly have the skills to advocate and lobby policy and legal reforms.

**Despite the seemingly gargantuan task**, the power of networks and knowledge of how change can be managed has provided significant wind under my wings as an individual. While I always knew that as a player in that agenda I will need to engage even with those I may not agree with, I find that now there is indeed a framework to identify and prioritise who to engage with and to what end.

Finally, I am not sure it was deliberate, but the mixed disciplines in my class have ended up creating a new pool of differentiated people united in a common vision, even if we operate in different jurisdictions. This provides a badly needed peer support at the personal, national and regional levels given that we are all at different stages of maturity, yet the challenges we must confront are very similar.

*Peter Okello Jabweli from the Media Council of Uganda was one of the participants in the ITP programme.*



## ITP

■ The International Training Programme will contribute to the development of self-regulatory frameworks for the media sector, strengthening the institutional and organisational capacities among relevant media sector stakeholders and contributing to national reform and change processes.

■ Sida has commissioned NIRAS Sweden AB to organise this ITP in cooperation with Fojo Media Institute, International Media Support (IMS) and Global Reporting Sweden.

■ So far five programmes have been initiated:

- one launched in Kenya, Tanzania, Uganda, Zambia and Zimbabwe in 2018
- one starting in above countries from 2019
- two in Latin America (Colombia, Honduras, El Salvador and Guatemala) starting from 2019, and
- one in Asia (Bangladesh, Cambodia, Laos, Vietnam and Myanmar) starting in 2019.

■ The participants work together in country teams, supported by a national facilitator in each country, assisted by international experts (thematic mentors). This support will be continuous throughout the five phases of the programme, which also includes study trips to Sweden and Denmark.



# Rwanda: Feminist men promote gender equality in the newsroom

Feminist Men in Media Forum (FEMINMEF) is the proud name of an organisation that was formed during 2018 in Rwanda. Fifteen male media managers from TV, radio, online and printed media, are pooling their efforts and ideas to change how men and women are depicted in the Rwandan media today.

BY ANKI WOOD  
Programme Manager

“I attended a course on Gender and Media. We were 15 men and five women and afterwards I told the men that we have a problem in our newsrooms. I suggested that we can make a change, that we should encourage women.”

Gilles Uwimpaye is the chairperson of FEMINMEF. The course he attended was arranged by the School of Journalism and Communication with support from Fojo’s project at the University of Rwanda. I meet him at a café in Kigali to learn about what the organisation is doing and how it has been received in the media sector - it is not common to hear a man call himself a feminist in Rwanda. Gilles smiles as he answers:

“To work with gender as a man puts you apart. Some men laugh and do not understand - even my colleagues in media ask why I am dealing with women’s issues.”

The members of FEMINMEF are all men, but Gilles underlines that there are three women on the board, two from the two female journalists’ networks in Rwanda and one Media Manager.

The plan for the future is to offer trainings

for male journalists to create an understanding of gender issues. They also want to reach people in the rural areas.

“We are discussing with a local TV station to host a show where we will go into a rural area and film a debate about gender issues. We especially want to reach the teachers - when I am in the countryside I see that the teachers make the girls clean the school, while the boys get to play football.”

**The 15 members are** already trying to influence what is happening in their own newsrooms.

“Women journalists are often undermined by their male colleagues. The men don’t think that women can cover politics or economics, and a story about something gender related is rarely seen as something important. Our members try to promote women journalists and the stories they want to do - and we are convinced that the negative attitudes will change.”

Internationally Rwanda ranks very high when it comes to gender equality; it is often mentioned that Rwanda has the highest percentage of women in a single house parliament worldwide.

“The policies are often in place - but, in



Gilles Uwimpaye, Founder and Chairperson of FEMINMEF and Managing Editor at Aquila Times.  
PHOTO BY DEO JYAMUBANDI

society, how people live and think is very traditional. That is why it is in our policy that reporters should always look for women to interview to make their voices heard.”

**Gilles got his views on equality** from his mother:

“I think she was a feminist. We were four boys, but she told us to help cook and clean and she created a spirit of working for the good of all. That grew in me.”

Gilles’ mother has passed away, but her attitude remains with him.

“During the training I said that I am a feminist inside. I realised that I want to promote gender equality.”

## FEMINMEF

- @FEMINMEF\_Rwanda
- FEMINMEF
- feminmef.org



**...to continuously brainstorm and groom a society of men who are not threatened by empowering their ... wives, sisters, colleagues, daughters.**  
FROM THE FEMINMEF VISION



Like previous years, Fojo was requested by the Swedish Journalist Fund to organise an East-African tour for Swedish professional journalists, this year focusing on Uganda and Ethiopia. Erika Bjerström was the manager and Kristian Pohl has taken these wonderful pictures. All of them can be seen on fojo.se.



Dining in Entebbe, Uganda.



Meeting with lawyers and human rights activists in Kampala.



Visiting Kiryandongo, a UNHCR refugee camp in Uganda with 60 000 refugees.





# Reforms give hope for urgent needs in Ethiopia

In December 2018, the Committee to Protect Journalists (CPJ) stated that there are no longer any journalists or bloggers imprisoned in Ethiopia. The current political reform process in Ethiopia made it possible for Fojo to initiate a series of seminars and workshops for media professionals during the last half of 2018.

BY **MARIKA GRIEHSSEL**  
Project Manager Ethiopia

The Ethiopian government has stated that free and independent media is one of the cornerstones in building a new and open society. It is still early days but there is a visible change regarding freedom of expression in the country.

In 2017 Fojo, on behalf of the Swedish Embassy, conducted a feasibility study to assess if there was a possibility to support the media reform process.

**Four workshops were held** during 2018, the first in September. These events were arranged by Fojo Media Institute, local partner Nubia Media and Communication, and the Swedish Embassy. State financed media, private media, social media bloggers, TV, radio and print were all represented.

These seminars have proven to be an essential first platform and meeting place for discussions and exchange of ideas, concerns, needs and solutions. After a long period of a repressive media climate, there is an enormous need for safe spaces to meet. The facilitators

have been media professionals from Africa, the Nordic countries and the USA all with relevant experience regarding the needs of a fast-changing media landscape.

- The themes of the seminars have been:
- Media Business Management and Models
  - Social Media and Disinformation
  - Gender Equality is Good for Business, Building a Bank of Female Experts
  - Building a Winning Media Brand and Constructive Journalism in a Time of Change
  - Election Coverage
  - Self-regulation, Journalist Associations and the Role of a Media Council

**Furthermore, a first mapping** of the social media landscape and internet connection in Ethiopia has been conducted where Fojo has provided both analysis and recommendations. The paper has been distributed to stakeholders and will be revised during the first half of 2019.

Plans for 2019 include an African regional conference with the title “Promoting journalism and democracy in practice, media reform in a time of change”.

The first draft of a handbook, with the same title, regarding vital issues to be considered



Hadra Ahmed, Dr Haron Mwangi from Kenya, Heather Robertson from South Africa, Biniam Getaneh, Marika Griehsel, Selam Mussie, Ola Sigvardsson from Sweden and Tinsae Teferi gather after a seminar on Self-regulation and the role a media councils.



Facilitators Cathrine Gyldenstedt and Mike Robertson at a workshop on Constructive Journalism and Building a Winning Media Brand in a Time of Change.

during a media reform process, will also be presented and discussed during the conference. Contributors include Ethiopian media professionals, journalists, media law experts from other African countries and Nordic media experts.

The handbook will be a key resource for media professionals, law-makers, future training in media houses, journalism schools, social media users and interested citizens.

**Another component of the** Fojo program is the innovate exchange of ideas by students at the Addis Technicon, and The Royal Institute of Technology (KTH) in Sweden regarding media literacy for youth in a digital media world.

All of these engagements will provide a sound, transparent and result-orientated basis for future support and projects to enhance press freedom and professionalism within the media industry.

We at FOJO recognise that here is an urgent need for Ethiopian journalism to organise through strong structures which can act as independent entities and strengthen the universal right to access to information and freedom of expression

The success of the seminars and workshops must be seen in the perspective of the current reform process. Only a few months ago many journalists were still in prison, and there was total control over the media by the state.



# Developing capacity through management and networking



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 development of managerial skills and business strategies among media managers in the participating countries.

**BY VERONIKA MENJOUN AND DIANA SANDER**  
ECER Programme Team

In 2018 Fojo has provided publishers, editors and journalists from Eastern and Central Europe and Russia with a number of educational activities and experience exchange forums with a strong focus on management, challenges and opportunities in a very complex media environment.

**What makes a good** leader and why not all of us good leaders? What is the difference between a manager and a leader? How do you lead your team in good times and in times of drastic change? How do you motivate your staff? How can you deliver quality journalism in an era of shrinking revenues?

Media managers from Russia, Latvia, Poland, Georgia, Ukraine, Belarus and Moldova tried to find answers to these and many other questions together with prominent lecturers in Riga. It took nine months (15 working days in Riga) but we hope that the answers were found, when the first group of students completed the programme (organised by Fojo in cooperation with Stockholm School of Economics in Riga) in May 2018.

The programme was important for the participants not only for developing their

professional skills as media managers, but also, for the opportunity to meet and share experiences with participants from other countries. Networking has become one of the most important side benefits of this programme. Many of the participants use any given opportunity for personal meetings, contacts, exchange and socialising with each other.

"We changed the business planning process. Today it is not enough to formulate the goals in words, but also in numbers. I also started to coach my staff, and it gives incredibly good results. People are growing and developing new skills and qualities. It was also an amazing opportunity to create new networks; I could not even imagine that I will have colleagues and friends in Latvia, Poland, Georgia, Ukraine, Belarus and Moldova", one of the participants comments on the course.

**What we hoped and** planned for in 2017 became true in 2018: the students significantly developed their skills in the areas of leadership, planning, marketing strategies and accounting and are better equipped to meet the challenges presented by the "new era of journalism".

And what is also important: each of them has at least 15 new friends somewhere in the world.

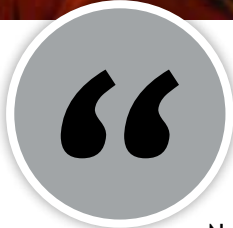
“

*I am sure that I am a better manager today than I was one year ago. At my media we had enormous staff turnover during several years. When I came back after the first Module, I decided to change my style. I started to coach people instead of scolding them. I started to listen instead of talking myself. Under the first five months of 2018 no one left our media.”*

**TETYANA ABOUT HER FIRST MID-CAREER TRAINING OUTSIDE UKRAINE WHICH BECAME A LIFE-CHANGING EXPERIENCE FOR HER**



## Su Myat Wai, Myanmar: ‘A great opportunity to learn and expand’



I am a full-time journalism trainer for Myanmar Journalism Institute (MJi) since 2015. Before joining MJi, I worked for Kumudra and Modern Weekly Journal, Mizzima Newspaper and Channel NewsAsia as both a reporter and as an editor.

As an MJi’s staff participant, I have participated in the workshops and trainings organized by Southeast Asia Media Training Network (SEAMTN) project since 2017. I joined a series of interactive activities, in which I learned new perspectives and experiences from other regional journalism institutions based in Vietnam, Cambodia and Laos.

In December 2017, when SEAMTN project provided the activity of Collaborative Bidding Process (CBP), I volunteered to take lead from planning (proposal, budget, producing training materials) to implementation in three regions of Myanmar, to report writing.

While operating CBP, I have learnt how to run a project, especially in collaboration with other institute from different countries like Vietnam, Cambodia and Lao. Such collaboration provided in widening my spectrum of perspective and knowledge. Besides, this activity created a chance for me to upgrade my professional skills by going through the process of learning knowledge and methods. Additionally, this is the first time for me to lead a project according to international standards. The experience is beyond my day-to-day role as a trainer.

The challenge is language barrier. I believe my trainers are good at teaching yet our trainers need to upgrade their language skill. However, I see this complaint as a constructive criticism for the growth of MJi’s staffs. During the partners’ meeting hosted by SEAMTN in September 2018, I discussed about this challenge with other institutes so that how we can prepare better in future.

We also agreed to negotiate details by taking more time and collaborate to find solution, if we have any collaborations in future. I believe the process I went through is a good example to overcome any seen and unseen challenges in future.

I believe the SEAMTN project is a great opportunity for me and my colleagues to learn new knowledges, and to expand our network and resources to regional and international. I do hope to engage and learn more with this project in future.”

REPORTED BY YU LWIN SOE AND NAI NAI

## Bui Thanh Tam, Vietnam: ‘A passion to learn and share’



Going to Bangkok to attend Fojo’s training course on Field Safety and Cyber security for journalists in July was my first time going abroad on my own.

Journalism is changing fast with the influence of technology and social media. We talked about this and discussed the role of the journalist in the newsroom, but it was still somewhat unclear. Getting an invitation from Online Archive and Press Assistance Centre to attend the training, I saw that as an opportunity to improve my knowledge, especially as I’m in a managing position at my newspaper. Knowledge that trainers, who were veteran journalists, shared during the training was a life vest to help me understand the role of journalism and journalists in the bigger picture.

Coming back to the newsroom, I had a session sharing what I have learnt and the editorial

board asked me and some other managers to draft internal guidelines for the newspaper. As we were finalizing it, one day I got a phone call from Mrs Hang Dinh, director of Vietnam Journalist Training Centre (VJTC) who asked me to conduct a training on the same topic for the centre.

I took it on the condition that I would have someone an assistant. Nguyen Ngoc Hung, another participant sent by VJTC to the course in Bangkok, agreed to assist me.

The first day of the training in Hanoi I was so nervous, with so many questions spinning in my head; I was not an expert and I had never run a training.

The course went smoothly, participants discussed more towards the end of the course and they remembered what I shared from the first day.

The second training in Ho Chi Minh City, I was much more confident. We had boisterous discussion throughout the training and many participants came to say how grateful they were to what I shared with them. I’m content with myself that I have successfully spread the knowledge I learnt to other journalists.”

REPORTED BY HOA TA QUYNH

### FACTS

Online Archive and Press Assistance Centre and Vietnam Journalist Training Centre are Fojo’s partners in Vietnam in the project: South East Asia Media Training Network that aims to improve capacity for journalism training centre in the region.



# Eye-opening meetings boosted Bangladeshi journalists

“Meeting Bryan Christy and having him as a mentor”, was the reply from Abu Siddique, a Bangladeshi journalist, when asked what he got out of the 3rd Asian Investigative Journalism Conference (IJAsia18).

BY SHAMIM KHAN AND SOFIA HULTQVIST

Bryan, a former National Geographic magazine journalist, internationally acclaimed for his investigative stories on wildlife trafficking, just blew Siddique’s mind as he narrated at the conference how his team installed GPS trackers inside fake elephant tusks to track trafficking. The two got together the next morning and the stipulated 10-minute meeting stretched far beyond.

“Listening to him was stimulating. I told him about one of my upcoming projects, which apparently enthused him and he agreed to mentor me,” Siddique recounts.

**He also had a wonderful** meeting with Ying Chan, a Hong Kong University Professor, who promised to put him in contact with a Chinese journalist that Siddique had been looking for to take forward one of his projects. For Siddique the conference was all about meeting people who could help him with his stories. With some 440 journalists from 48 countries the IJAsia18 conference was indeed a good opportunity to connect with fellow journalists, find mentors and establish new contacts.

For others the conference was a great learning opportunity.

“It was just amazing to see how much we could do with our mobile phones”, exclaimed Kawsar Soheli, a television journalist and another member of the 12-member strong Bangladesh contingent that took part in the conference.

Sohel Parvez, another journalist, mentions the technological dimension in investigative reporting.

“They have taken investigation into another level, thanks to their ability to use technology,” says Soheli.

The conference was also where Soheli had his first real exposure to data journalism, which, he readily appreciated, is an increasingly defining feature of investigative journalism in the western world’s newsrooms.

**As far as the Bangladeshi** journalists are concerned they returned much enriched after attending the IJAsia18 conference in Seoul, South Korea.

“It was an opportunity to see which direction



*Project workers Hasibur, Miraj and Miti are enjoying the first evening of the conference.*

we need to go to become better investigative journalists. It was nothing short of an eye-opener”, says Soheli.

**Boosting the investigative journalism** in Bangladesh is the mission of a five-year project Fojo is doing together with the Bangladeshi organisation Management and Resources Development Initiative (MRDI). As a part of the project we are linking Bangladeshi journalists

to international networks for knowledge sharing and collaboration. Bringing a group of investigative journalists from our partnering media houses to Seoul was a unique experience to link up with colleagues from the region.

But most of the days don’t consist of inspiring conferences but hard work to reveal what is going on under the surface. On [fojo.se](http://fojo.se) you can find a selection on the investigative stories published with support from the project.





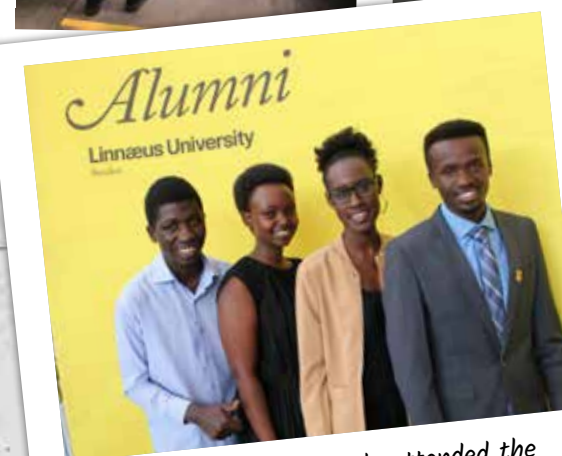
Long time UK journalist David Brewer gave Fojo and Anders Behrmann the ownership to MediaHelpingMedia.org.



The Fojo Movie was finalised and published – 4 minutes and 45 seconds about all the great things we do around the world. Watch it on YouTube.



Project Manager Peder Carlquist organised several trips to different parts of Europe to discuss EU-related topics.



Four students from Rwanda attended the Linnæus University Summer Academy: six weeks of school in Kalmar.



IMS and Fojo produced five short films about media workers in Somalia. They can be found on YouTube.

# THIS ALSO HAPPENED IN 2018



Photo by Kristian Pohl

Renowned professor Johan Rockström gave a lecture on climate in a Fojo seminar in Stockholm. The seminar was sold out in no time.



The entire management group celebrating Lucia with traditional Swedish Lucia outfits and songs on December 13th.



Working with the pilot study on hate and harassment, Fojo Project Manager Marika Griehsel met with Rappler founder Maria Ressa in the Philippines.



Another Staff Week where the entire Fojo crew from all around the world gathered in Kalmar to mingle, talk about the past and plan for the future.





Live music is of course a part of a great party.

Media management trainer Per Andersson, Fojo Director Kersti Forsberg, former employee Britt Grönqvist and former project manager Jim Downing enjoyed the buffet.

# MOVING ON...

In December 2018 Fojo left our old offices. After 14 years at Kalmar Nyckel, we are now a more integrated part of the Linnaeus University, being a part of the faculty and working in the same brand new complex at Universitetskajen as the rest of the university. Of course we had to celebrate with a farewell party.

Liselott Johansson from Hotell Brofästet and former Fojo trainer Magnus Engvall.

A loving farewell also to long time Fojo employee and dear colleague Jomana Abadan.

Former employee Katarina Marelus enjoyed the evening and the food.

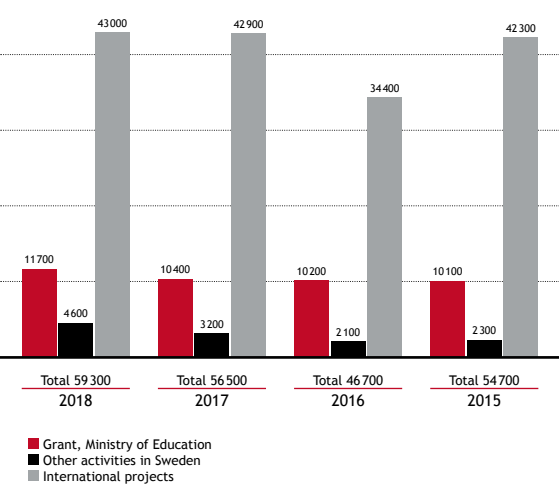


## WHAT WE DID IN 2018

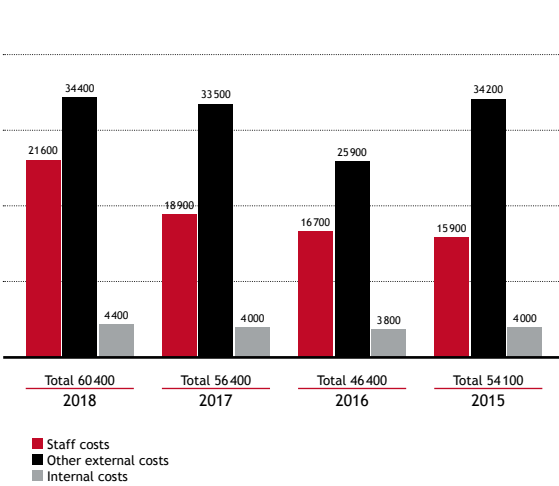
- BANGLADESH**  
Providing support and mentorship on investigative journalism.
- DEMOKRATIJOUREN**  
Prevention of hate and harassment, trainings, seminars, helpdesk and online resources.
- ECER**  
Supporting the establishment of strategic alliances and strengthened resilience of regional non-state media actors in Russia, Belarus, Moldova, Georgia, Poland, Latvia, Sweden and Ukraine.
- ETHIOPIA**  
Supporting the media reform process.
- EU**  
Seminars and trainings in Sweden along with field trips to different parts of Europe and EU-related areas.
- FAKTAJOUREN**  
Fact-checking trainings, seminars and online resources.
- FRILANSAKUTEN**  
Training and online resources for freelance journalists.
- ITP**  
Development of self-regulatory frameworks for the media sector, strengthening the institutional and organisational capacities among relevant media sector stakeholders and contributing to national reform and change processes in Kenya, Tanzania, Uganda, Zambia and Zimbabwe.
- JOURNODEFENDER**  
Pilot study on hate and harassment against journalists in Sweden and internationally.
- KENYA**  
Empowering citizens to report on corruption through an App and other ICT platforms. By providing the data to journalists we make corruption less attractive.
- OFFENTLIGHETSJOUREN**  
In-house trainings, helpdesk and online resources on RTI.
- RWANDA**  
Capacity building and trainings at the School of Journalism, University of Rwanda.
- SOMALIA**  
Contributing to a safer and more gender equal media scene and supporting future generations of journalists.
- SOUTH-EAST ASIA**  
Strengthening the capacity of mid-career journalism training institutions in Cambodia, Laos, Myanmar and Vietnam.
- SWEDEN**  
Competence development of professional journalists - from datajournalism to podcast and investigative journalism.
- ZIMBABWE**  
Supporting fact-checking, innovative media solutions and hyper local content production.

## IN THE BOOKS

### TURNOVER (TSEK)



### COSTS (TSEK)





**FOJO: MEDIA INSTITUTE**  
■■ Linnæus University