



OUR MISSION:  
Strengthening free, independent  
& professional journalism

## PURPOSE OF THE STRATEGY

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This strategy reflects key assumptions and objectives as well as priorities and focus areas for Fojo Media Institute for 2018-2022. The strategy also serves as a guideline for Fojo's staff, representatives, partners and consultants in our daily strategic decisions.



## Fojo Media Institute: Strategy 2018-2022

All over the world we see a shrinking space for quality journalism, engaged civil society and honest public debate. We see increasing levels of on-line hate and threats and misinformation spreading like diseases on the Internet.

We see the very foundations of democracy being shattered by populist and authoritarian politicians, fanatic religious movements, ruthless businesses and organized criminality. Simultaneously, the traditional role, definition and credibility of journalism is being challenged. New, inspiring media actors appear while many others face financial instability.

Strengthening free, independent and professional journalism is more urgent than ever. Doing this is the core of Fojo's mission, in Sweden and internationally. In this strategy for the coming five years we share our beliefs, our ambitions and our objectives.



**Kersti Forsberg**  
Director Fojo Media Institute



## 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.







## Who we are

Fojo is Sweden's leading institute on media development, strengthening free, independent and professional journalism in Sweden and globally.

Fojo is an independent institution at the non-profit and public Linnaeus University, one of Sweden's biggest universities. In this capacity, Fojo stands free from commercial and political interests, free to make independent decisions on how to serve journalism, freedom of expression and democracy.

We use our experience in Sweden and internationally to continue building institutional and individual capacity. We also strengthen free, independent and professional journalism using

other approaches, such as regional networking and managing information technology and organisational support structures that strengthen journalism in its function to uphold democracy and respect for human rights.

Fojo is based in the university town of Kalmar in Southeast Sweden. Fojo also has offices and representation in Stockholm, Bangkok, Hanoi, Phnom Penh, Dhaka, Harare, Yangon, Nairobi and Mogadishu.



## Our history

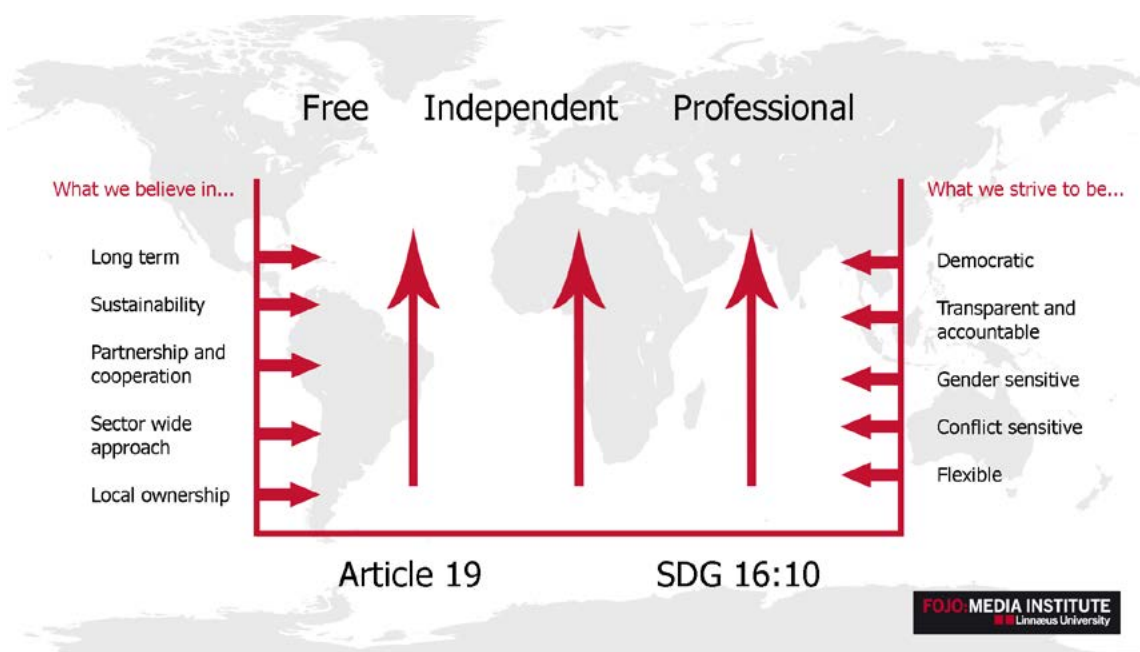
Fojo Media institute was founded in 1972 as a government agency to strengthen the capacity of Swedish journalists. Since 1991, Fojo has also engaged in international media support in Africa, Eastern and Central Europe, Asia, Latin America as well as the MENA region.

For more than 45 years of continuous operation, we have strengthened our partner organisations' institutional capacity and trained more than 50 000 journalists from more than 100 countries. Jointly with our partners and individual journalists we have engaged in a wide range of issues related to journalism and democracy, such as media convergence,

business management, investigative reporting, fact checking, access to information and managing threats and hate speech. Capacity building also includes special themes such as gender, environment, conflict sensitivity, climate change, and corruption as well as safety and security.

## What we believe in and strive to be

We base our work on Article 19 of the UN Declaration of Human Rights as well as the UN Sustainable Development Goals, where SDG 16:10 is of particular importance, as it aims to ensure public access to information.



### We believe in

#### Long-term engagement

Strengthening free, independent and professional journalism requires long-term engagement and partnership. This perspective is therefore embedded in Fojo's initiatives, co-operation and partnership.

#### Sustainability

Fojo aims for sustained political and financial ability among our partners, individuals and

media organisations, enabling them to continue contributing to free, independent and professional journalism after the programme has come to an end.

#### Partnership and co-operation

Fojo is critical, engaged and innovative in media development working in partnership and in a spirit of co-operation with targeted and strategic, local, regional and international organisations.



### Sector-wide approach

We analyse what hinders free, independent and professional media in a specific context, map other actors, and design projects and programmes accordingly, avoiding duplication and ensuring efficient use of available resources.

### Local ownership

Fojo engages in international media development efforts when there is clear local ownership of the idea, the design, the implementation and the longterm ambition to make change. In Sweden, Fojo engages in a dialogue with national, regional and local partners.

## We strive to be

### Democratic

We have a participatory, democratic and process-oriented approach in everything we do, founded on a deep respect for each individual. All people are equal and we value each and everyone according to his or her abilities.

### Transparent and accountable

Fojo is fully transparent in what we do and from where we receive funding, both vis-à-vis the public and our partners. We strive to be accountable towards partners, funders and the public; financially and with our activities, our successes and our failures.

### Gender sensitive

A gender perspective is integrated in everything Fojo does. It is a part of our planning, decision-making, implementation and monitoring and evaluation. We base our work on

research in the field of gender and media/communication and have developed innovative tools to enhance gender equity in local media contexts. Fojo promotes quality journalism that is gender balanced, and without discriminatory gender stereotypes.

### Conflict sensitive

Fojo strives to do-no-harm when working in all environments, understanding that international support in communities affected by conflict can either weaken or strengthen peace efforts. Journalism can either harm or support solutions. Fojo believes that good journalism needs to be conflict sensitive, addressing the needs of minorities and underprivileged groups in society.

### Flexible

Fojo strives to find solutions. Based on more than 45 years of experience of capacity building and media development we anticipate future needs.









## What we do

Fojo strengthens free, independent and professional journalism, in Sweden and globally.

### Free journalism

Free journalism is characterized by a system of regulation conducive to freedom of expression, pluralism and diversity of journalism. It is supported by legal policies and regulatory frameworks which protect and promote freedom of expression and information, based on international best practice standards.

### Independent journalism

Independent journalism requires freedom of influence from economic and political interest groups while maintaining financial independence.

### Professional journalism

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



## How we do it

### Free

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#### Fojo...

- supports self-regulatory systems and institutions
- provides advice on issues related to access to information
- strengthens partners as they strive to defend, expand and exercise freedom of expression, media freedom and the right to information
- enables journalists and civil society representatives to exercise their legal rights
- conducts advocacy and creates awareness of issues related to free journalism

### Independent

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#### Fojo...

- supports media houses and other media organisations and the ability of individual journalists to be financially and politically independent
- supports media houses and organisations developing sustainable business concepts, particularly related to convergence
- strengthens support structures to manage threats, hate speech, disinformation and selfcensorship
- improves safety and security for journalists
- conducts advocacy and creates awareness of issues related to independent journalism

### Professional

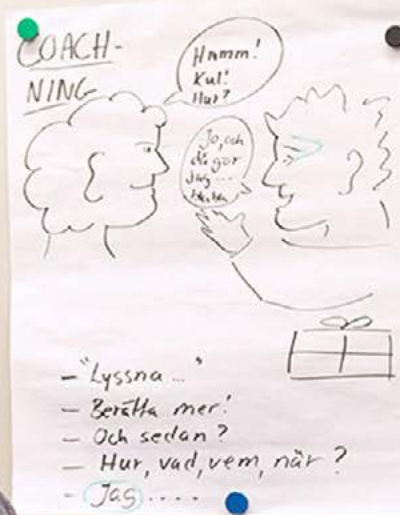
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#### Fojo...

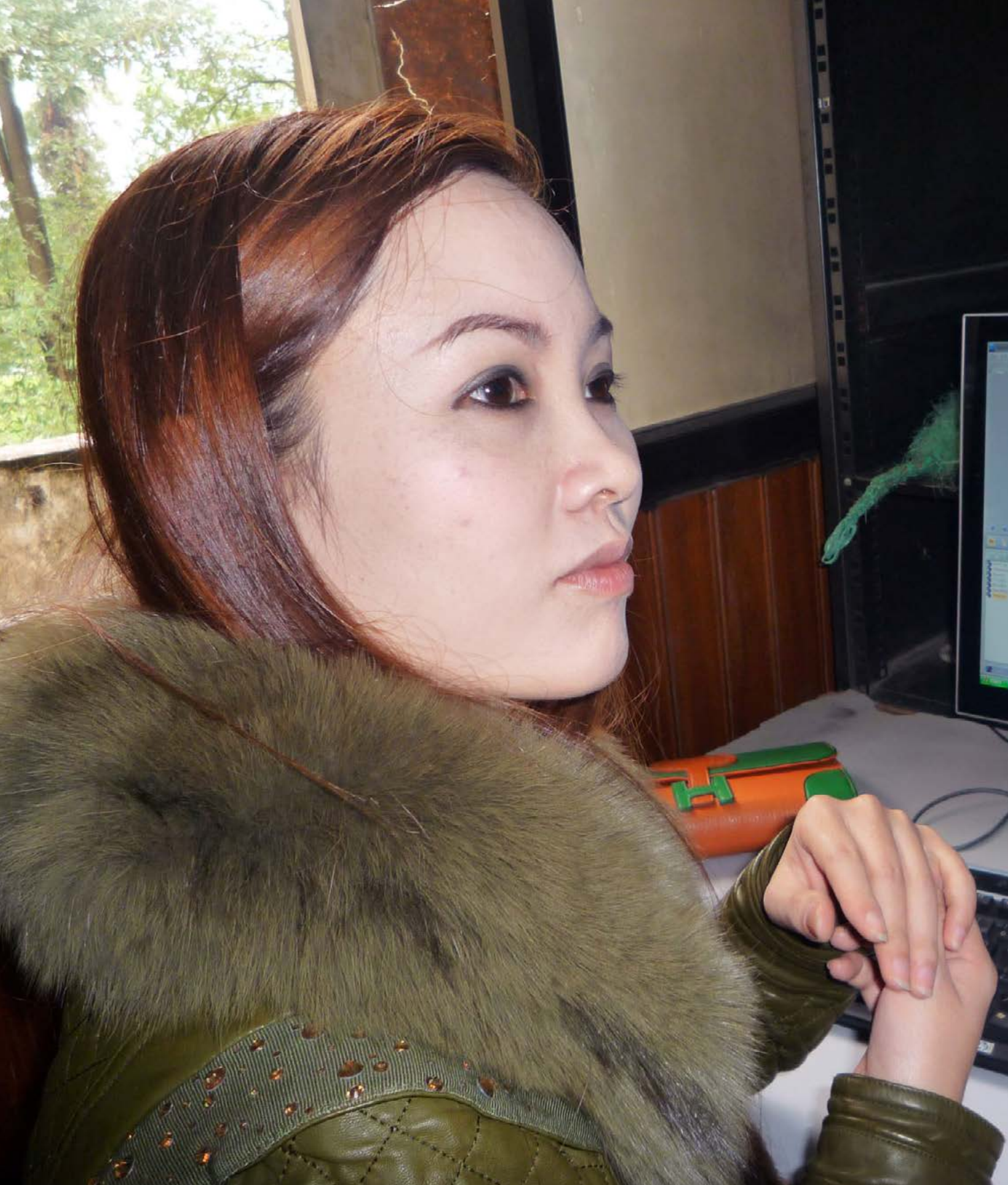
- supports media organisations, individual professional journalists, bloggers, citizen journalists and others producing journalism that meets the requirements of the universal principles of impartiality, objectivity, truth and accuracy
- strengthens institutions managing mid-career training for journalists
- provides an arena for debate about different aspects of journalism related to democracy and human rights
- strengthens institutions providing academic education of journalists
- conducts advocacy and create awareness of issues related to professional journalism



Mattias — Honnehta  
Veronica — Malin  
Tommy — Marten  
Elisabeth — Helena  
Maria — Gerda











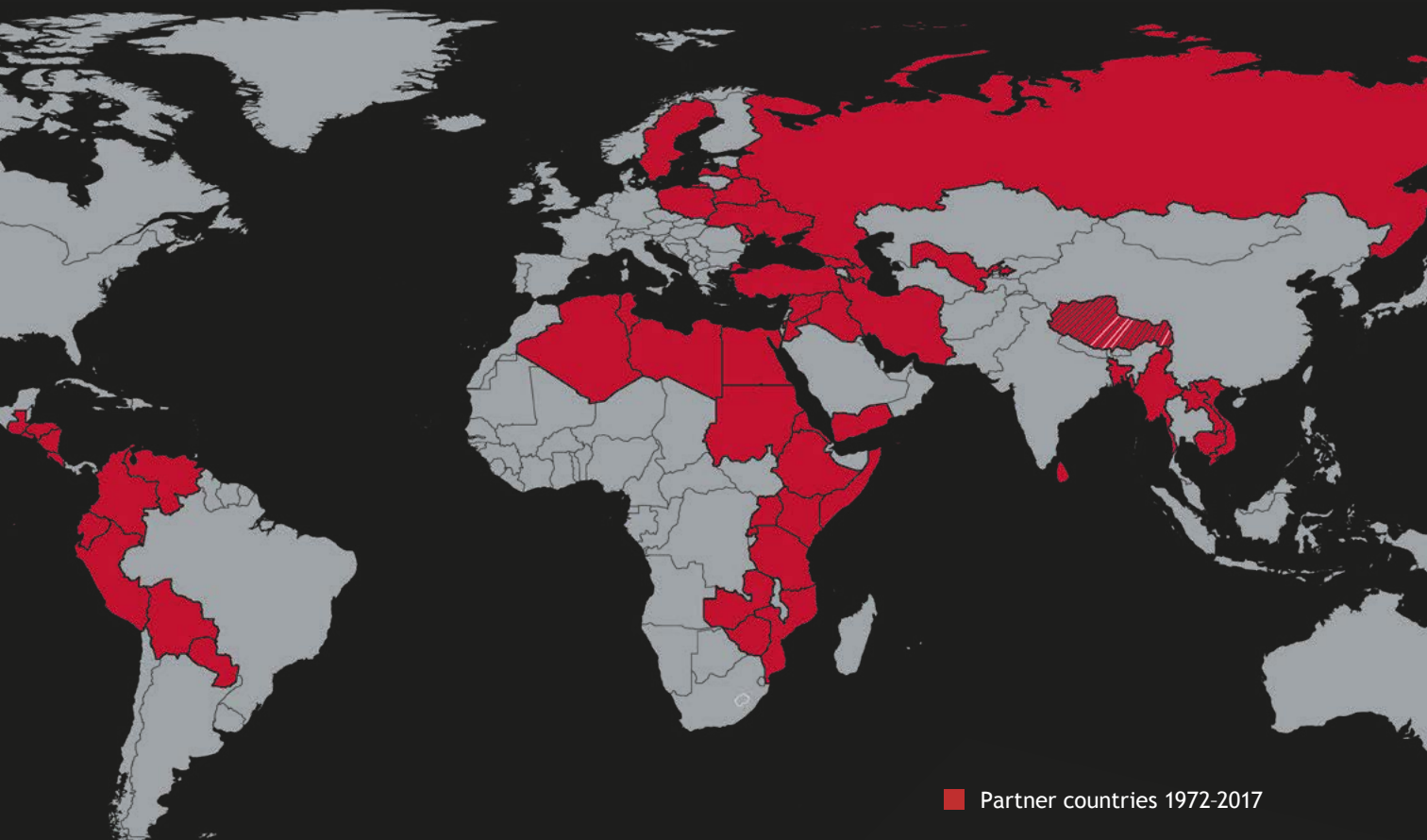
## Our internal organisational development objectives 2018-2022

In 2022, we envisage that Fojo Media Institute has enhanced its role as Sweden's leading media development and capacity building institute.

We foresee that we have strengthened and broadened our operations in the following aspects:

- as the leading Swedish hub for sharing and using knowledge on journalism, democracy, media development and journalistic skills
- as an often-cited voice in public debate, promoting journalism's role in building democracy, in Sweden and internationally
- as an internationally renowned participant in shaping media development policy
- having more Fojo staff present in our partner countries
- having increased co-operation with Swedish media outlets/organisations
- having broadened our media development methodology in Sweden and internationally

# Where we work and have worked



■ Partner countries 1972-2017

[fojo.se](http://fojo.se)

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