

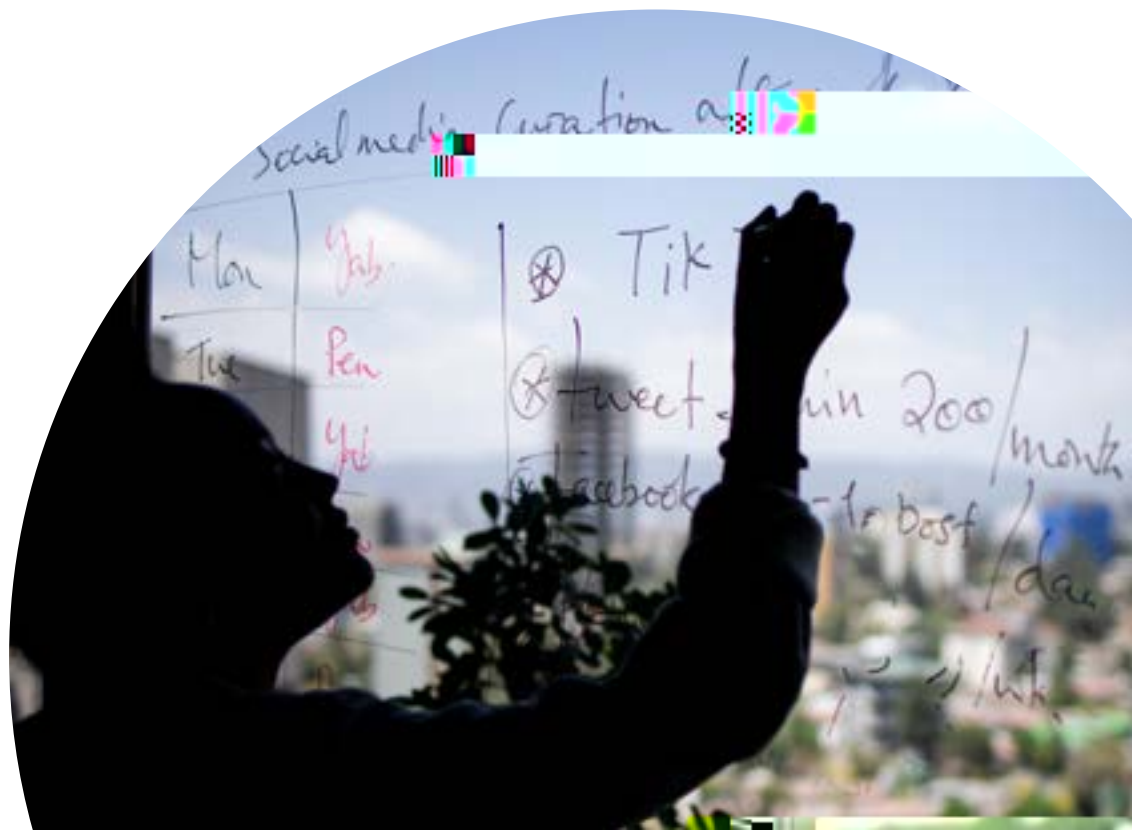


PRIMED

PROTECTING INDEPENDENT MEDIA
FOR EFFECTIVE DEVELOPMENT

BA

LEARNING BRIEF

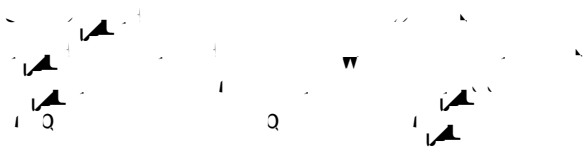


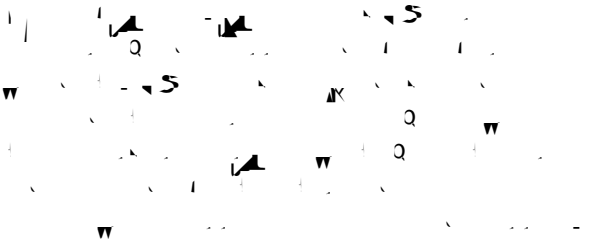
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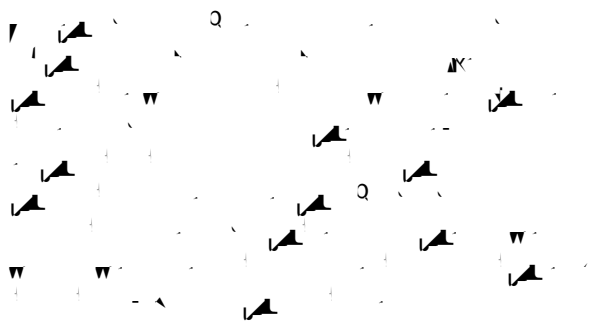
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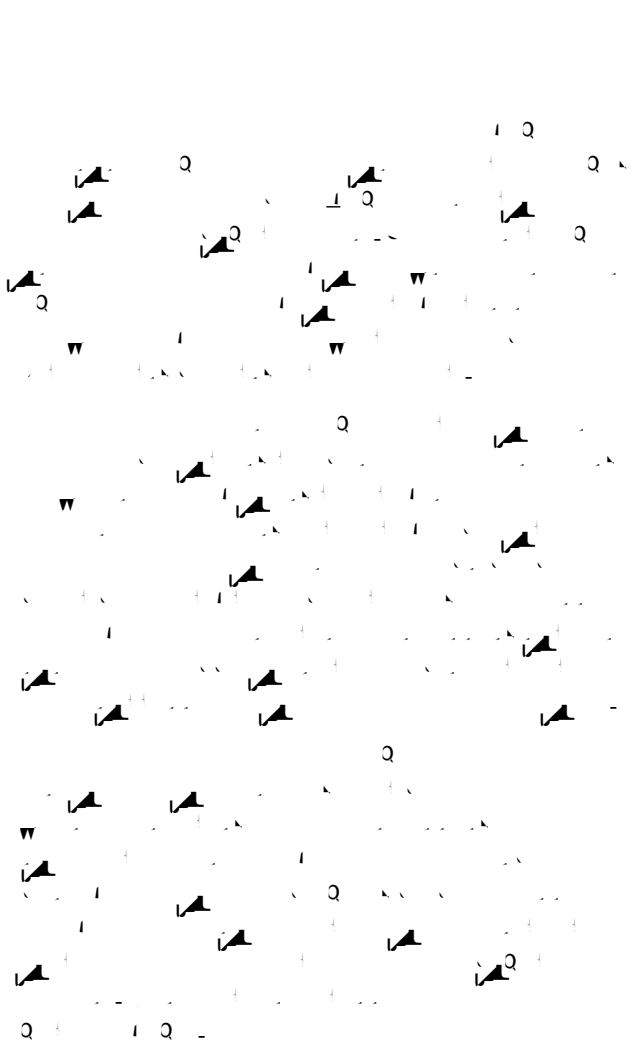






▲ Newspapers on the street in Bangladesh, (credit: Paul Enkelaar/FPU)





▲ Staff from an independent media operation test new revenue streams using an Action Research cycle. (Photo Clare Cook, IMS).



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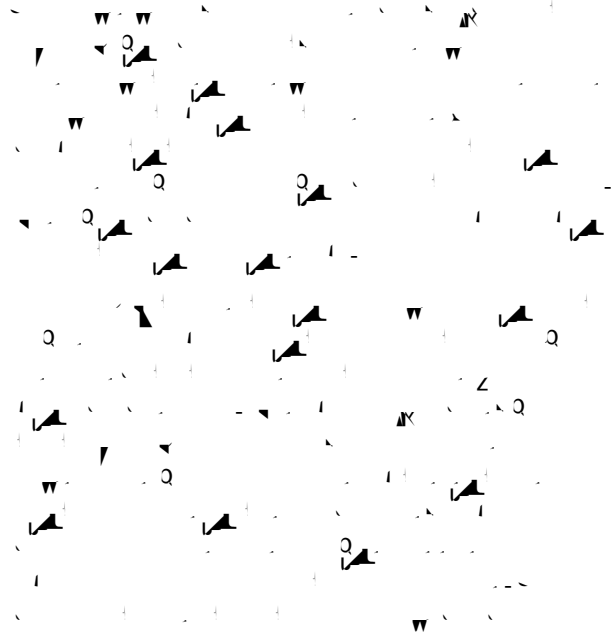
more resilient

Area and sub-area	Vulnerabilities (examples)
1. Institution building	
1.1 Legal registrations and licenses	<p>1.1.1 Lack of legal registration in the country of operation</p> <p>1.1.2 Lack of licenses to operate in the country of operation</p> <p>1.1.3 Lack of legal registration in the home country</p> <p>1.1.4 Lack of licenses to operate in the home country</p> <p>1.1.5 Lack of legal registration in the region of operation</p> <p>1.1.6 Lack of licenses to operate in the region of operation</p> <p>1.1.7 Lack of legal registration in the global region</p> <p>1.1.8 Lack of licenses to operate in the global region</p>
1.2 Governance	<p>1.2.1 Lack of clear governance structure</p> <p>1.2.2 Lack of clear roles and responsibilities</p> <p>1.2.3 Lack of clear reporting lines</p> <p>1.2.4 Lack of clear decision-making processes</p> <p>1.2.5 Lack of clear communication channels</p> <p>1.2.6 Lack of clear conflict resolution mechanisms</p> <p>1.2.7 Lack of clear succession planning</p> <p>1.2.8 Lack of clear exit strategies</p>
1.3 Mission/vision, Purpose, strategy, editorial proposition	<p>1.3.1 Lack of clear mission/vision</p> <p>1.3.2 Lack of clear purpose</p> <p>1.3.3 Lack of clear strategy</p> <p>1.3.4 Lack of clear editorial proposition</p> <p>1.3.5 Lack of clear communication strategy</p> <p>1.3.6 Lack of clear marketing strategy</p> <p>1.3.7 Lack of clear financial strategy</p> <p>1.3.8 Lack of clear operational strategy</p>

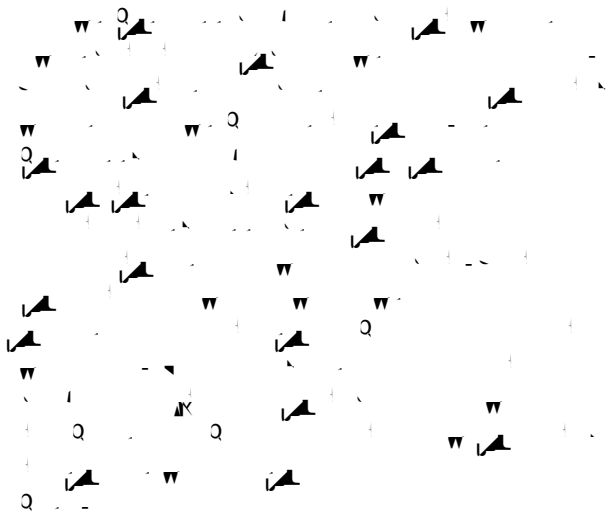


1.4 Consistency of professional output and oversight;	
1.5 Leadership	
1.6 Work force	
2. Operating model	
2.1 Business model optimisation, flexibility and adaptability	
2.2 Security and stability of sources of Income	
2.3 Innovation, efficiency and cost-effectiveness	
2.4 Operating procedures and business systems	
2.5 Assets, technology and equipment	
3. Financial security	
3.1 Existence of multi-year income and expenditure plans	
3.2 Existence of operating reserves	
3.3 Liquidity	
4. Environmental/external factors	
4.1 Influence of power holders	



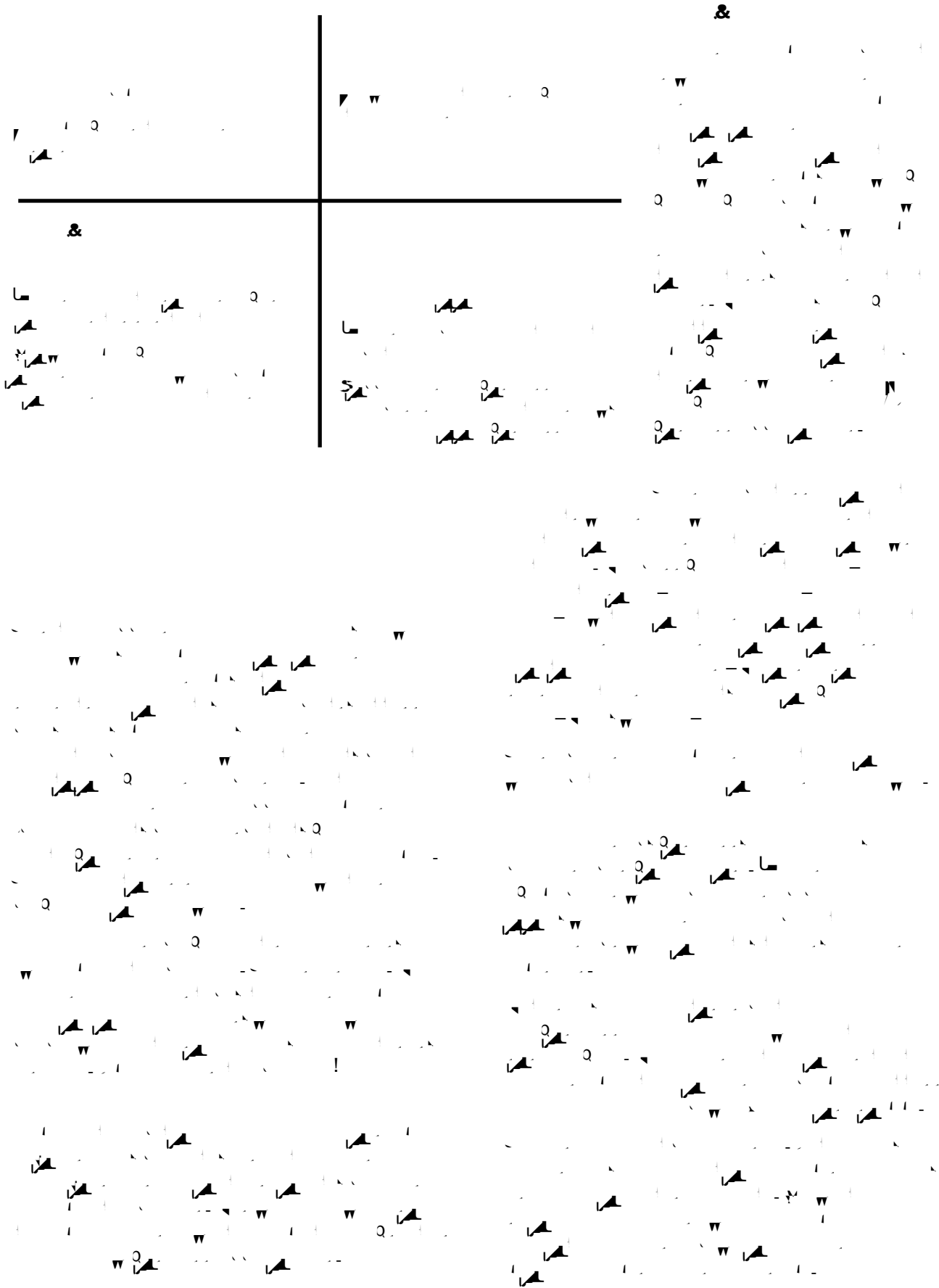


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PRIMED
 PROTECTING INDEPENDENT MEDIA
 FOR EFFECTIVE DEVELOPMENT



Public interest media are vital to open, just societies – they provide trusted news and information, hold the powerful to account and provide a platform for debate. Yet truly public interest media are in crisis.

to support public interest media in facing critical challenges, building resilience, and sharing research.

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This brief was edited by Michael Randall who has worked in the media development sector for more than 20 years as a journalist in Eastern Europe and the Middle East, and as an independent consultant, focusing on project design and development as well as monitoring, evaluation and learning.
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To learn more about PRIMED please see bbcmediaaction.org or email media.action@bbc.co.uk.

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Front cover photo: Photo from PRIMED supported online media outlet in Ethiopia, Addis Zeybe
 Credit: Genaye Eshetu/ MDIF).