



PRIMED

PROTECTING INDEPENDENT MEDIA
FOR EFFECTIVE DEVELOPMENT

GLOBAL

Coalitions for Change

Collective action,
better media ecosystems

LEARNING BRIEF

By Michael Randall



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CONTENTS

Introduction	3
What is a coalition?	4
Why do we need coalitions?	5
Architecture of coalitions	5
Leadership	6
Evolution	7
Support from the international community	8
Methods, tools and techniques	9
Sustainability	10
Common challenges	11
Conclusion	13
Model theory of change	14
Case studies	15
Case study 1: Coalition Building for Press Freedom in Somalia	16
Case study 2: Media Alliance of Zimbabwe	18
Case study 3: Pakistan Journalists' Safety Coalition	20
Case study 4: Media Freedom in Zambia	22
Case study 5: Declaration on Media Freedom in The Arab World	24
Case study 6: Media Advocacy Coalition, Republic of Georgia	26
Other resources	28

About the author

Michael Randall has worked in the media development sector for more than 20 years, mostly for BBC Media Action where he led large-scale projects aimed at promoting public interest journalism in Eastern Europe and the Middle East. Michael currently works as an independent consultant, focusing on project design and development as well as monitoring, evaluation and learning.



Introduction

This learning brief is based on the findings of an online workshop which was held from 30 August to 3 September 2021 and organised by IMS (International Media Support). It draws on the experiences of the individuals and organisations who participated in the workshop as well as on six case studies which serve to illustrate the challenges inherent in coalition-building as well as the key factors for success.

This document and accompanying materials are primarily aimed at **sharing lessons learned** with stakeholders benefiting from the PRIMED programme and more generally with the wider media development community. They will also contribute to PRIMED efforts to develop “enhanced strong and inclusive coalitions that defend and support the space for media freedom and viability in different contexts”.

About PRIMED

Protecting Independent Media for Effective development (PRIMED) is a three-year programme to support the provision of public interest media in Bangladesh, Ethiopia and Sierra Leone.

PRIMED seeks to build the resilience of public interest media to political and economic pressures that are undermining viability, and to develop information ecosystems that enable a better flow of trusted public interest media content. This includes support to collective advocacy initiatives – advocacy “coalitions” – that are pushing for improvements in the information ecosystems of programme countries.

With a strong focus on research and learning, PRIMED is also looking to shape media development policy and practice globally.

PRIMED is implemented by a consortium of media support organisations with expertise in different aspects of media and development.



What is a coalition?

PRIMED defines a coalition as a “temporary alliance of different actors with a variety of interests and affiliations looking to achieve common goals through collective action and advocacy”. The temporary and often organic nature of coalitions is an important consideration. As noted by Tabani Moyo, former Chair of the Media Alliance Zimbabwe: “It’s not about forming an institution – but a platform upon which the collective good is advanced.”

A collective, consensus-based approach is a fundamental element of a coalition’s work. The Media Alliance of Zimbabwe is often cited as an example of best practice (see Case Study 2). According to a [2015 report by IMS](#), it was successful in its efforts “to coordinate and formulate the positions of its members so that they were speaking to and influencing policy-makers with one unified voice, rather than on the basis of disparate disjointed agendas.”

Whether they coalesce around a specific issue or provide short-term technical assistance, media coalitions are generally aimed at **fostering an enabling environment for independent journalism and freedom of expression**. Their actual composition will depend largely on their *raison d’être* but most bring together media houses, journalists’ unions, publishers’ associations and civil society organisations. They are often supported by the donor community and benefit from the input of international media development agencies. In some cases, they are initiated by external actors.

While coalitions may ultimately have a positive impact on the quality of media content or the viability of media organisations, it is important to distinguish them from networks or associations

“ **It’s not about forming an institution – but a platform upon which the collective good is advanced.** ”
Tabani Moyo



 **Tabani Moyo, former chair of the Media Alliance of Zimbabwe**

which aim to support their members by providing services such as content exchange, training, peer learning or resource-sharing as their primary activity. These groupings are usually more homogenous and have common needs or interests. They do not necessarily engage in advocacy and, in some cases, their membership is subscription-based.

Why do we need coalitions?

Coalitions contribute to better informed, coordinated and magnified sectoral support. Speakers at the 2021 PRIMED workshop noted the ability of coalitions to help countries move progressively from closed to open media systems, pointing towards the experience of Kenya in the 1990s and the Democratic Union of Gambian Activists which is widely credited with opening up democratic spaces in the post-Jammeh era. Furthermore, coalitions have significant potential to frustrate attempts to place further restrictions on a media sector – as demonstrated by the Media Alliance of Zimbabwe during the height of ZANU-PF’s oppression.

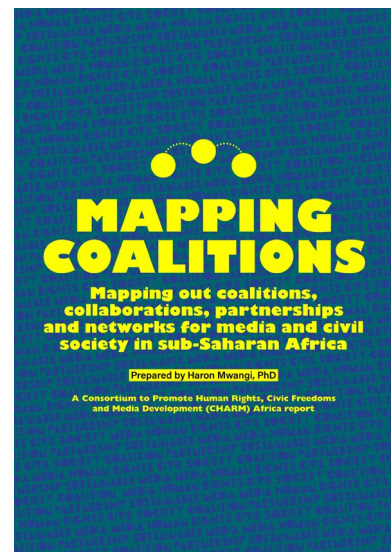
“ Most of the respondents felt that informal coalitions work best because parties can maintain their identity and disengage when they need to play independent roles, without feeling obliged to stay in the coalition. ”

Dr Haron Mwangi

Media coalitions are instrumental in **building the confidence of practitioners** as well as their resilience to external pressures. This gives such alliances the leverage to bring about positive change in areas such as legislative reform, media regulation, journalists' safety, gender equality and the inclusion of minorities.

Crucially, coalitions play a vital role in **securing consensus** and driving collective action within the media community, helping diverse stakeholders to devise and execute a common strategy, and define joint success criteria. They can also facilitate capacity-building among their members, accessing and channelling experience from comparable environments which can enrich the local media sector and promote best practice models. They may, in turn, offer inspiration and solidarity in countries where the sector is fragmented or subject to politically motivated attacks.

In addition to national alliances, there are strong examples of regional coalitions that offer an interface between national stakeholders, counterparts in the wider region and global development actors. These exchanges are an important source of learning and capacity-building and they can also put pressure on national governments to embrace or acknowledge international standards. The International Federation of Journalists' campaign to establish a Special Rapporteur for Media Freedoms in the Arab World is a good example of this (see Case Study 5).



▲ [Mapping Coalitions](#),
a 2021 report prepared
by Dr Haron Mwangi

Architecture of coalitions

There are no one-size-fits-all solutions. The architecture of a coalition will depend on the target geography and the themes being addressed. However, it is widely agreed that a focus on inclusivity gives coalitions greater credibility and coherence. It ensures that diverse interests are represented and that, ultimately, the results of a coalition's work enjoy a high level of ownership. Inclusivity can be achieved by:

- Involving actors who represent specific identity groups such as women and minorities.
- Identifying diversity-related angles to themes addressed by the coalition.
- Ensuring that communication platforms and materials are targeted at different interest groups and reflect their needs.
- Moderating and chairing events or discussions effectively so that diverse voices are heard, particularly those which are often excluded from the national discourse.
- Making sure governing bodies, spokespeople and “champions” are fully representative.



Consequently, successful coalitions should remain open to new and different members, thereby giving them the ability to evolve and take advantage of fresh opportunities. **Organic development**, whereby growth is driven by needs and priorities, is considered a more effective pathway than the establishment of a structure that is dictated by preconceptions or external pressures.

However, even in those situations where growth is spontaneous, the roles and obligations of each party must be clearly defined, thereby enabling coalitions to follow a common path and pursue structured engagement. Thus, the need to be inclusive must be properly balanced against the need to maintain focus and clear messaging.

The first steps in establishing coalitions involve **determining what resources the coalition will require** and how these resources should be managed. In some cases, members share responsibility for managing funds and covering the costs of planned activities. In others, they rely heavily on donors and other forms of external support.

Key findings

The following issues should be considered when assembling a coalition:

- **Ensuring diversity.**
- **Building credibility.**
- **Maximising convening power.**
- **Including people in positions of influence.**

Leadership

Case studies and personal experiences explored during the PRIMED workshop suggest that coalitions can be led in a variety of different ways. In some cases, a single organisation (sometimes an international development actor) takes the initiative and is responsible for assigning roles or setting the agenda. In others, individual members can take leadership positions for different work streams or thematic priorities. Ultimately, however, a coalition achieves momentum when all members make a proactive contribution because they have a stake in the issues being addressed. This collective approach is underpinned by shared accountability and a commitment to embracing lessons learned.

Effective leadership begins with devising and agreeing on **a strategic development plan** in which the coalition's vision, goals and objectives are fully mapped out. Studies on coalition-building highlight the need for a far-ranging vision with leaders looking at desired change "beyond the here and now". This means adopting an incremental approach and choosing the right moment to deploy resources as the development plan unfolds. It also means pushing for ambitious goals rather than settling for modest gains.

Participants in the PRIMED workshop agreed that goals and objectives can work on two levels. A galvanising vision can help rally stakeholders and maintain cohesion, but it should also be complemented by specific short- and midterm goals, each of which has its own indicators of success and has the potential to make measurable progress towards targets.

Strong leadership should closely monitor the situation on the ground and have the **flexibility to respond to changes** in the operating environment. Stakeholders accentuate the need for **continuous learning** that includes a willingness to revisit leadership issues when they provide cause for concern.

Closely connected to good leadership is the need for **clear communication** which helps to secure sustained commitment. This can be underpinned by regular meetings and public engagement that



promote openness and transparency. Proactive communication and results-sharing also serves to foster ownership of outputs and outcomes.

The issue of leadership is key when international development partners are involved in building coalitions. Stakeholders agree that these partners need to avoid a rigid, top-down approach. Rather, they should foster equal partnerships and explore synergies wherever possible.

Evolution

There is no predetermined developmental arc that a coalition should follow. Coalition leaders may prefer to start small and build their efforts gradually, basing strategic decisions on learning and experience. In other cases, the complexity of the target issues and the breadth of its vision will determine the pace and scale of a coalition's evolution.

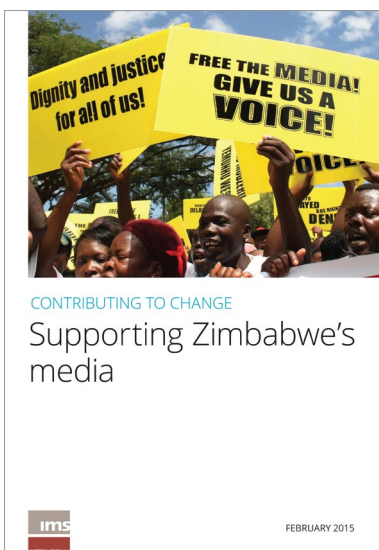
“ Whenever there's an issue, MAZ will come up with a common position for all of us. For example, when the new Minister of Information was appointed, he called for a meeting with all stakeholders. He said he wanted each and every one to speak. But MAZ stood up and said, 'Look, such and such is our position.' It helps a lot to be on point like that. ”

As one participant in the PRIMED workshop pointed out: “An effective strategy should probably incorporate **an incremental approach**, whereby you start with quick wins, tackling issues that you know can move in the right direction in a relatively short space of time. This would give you the momentum to build your coalition, to build its confidence and to enhance its understanding of what can be achieved.”

In all scenarios, stakeholders can draw on a **suite of analytical tools** to assist

this process (e.g. SWOT analyses, key informant interviews, exit polls). These will ensure that evolution can be shaped by empirical evidence which forms the basis for developing and initiating core activities. Research findings help to set time-bound, measurable goals and identify the required contribution from each member.

As coalitions strive towards higher-level impact, they are likely to deliver intermediate outcomes that should be documented and shared. This underscores the need for **strong monitoring, evaluation and learning (MEL)** that can help to adjust strategies, justify decisions and motivate coalition members. It also furnishes the necessary evidence to report to stakeholders and maintain high levels of visibility.



▲ [Supporting Zimbabwe's Media, IMS, 2015](#)



Support from the international community

As noted in PRIMED's 2020 learning brief, media development agencies often act as the catalyst for the formation and growth of coalitions, however this dynamic can create challenges for securing the buy-in of local actors and building momentum. Participants in the PRIMED workshop suggested that the preferred model was for media development agencies to initiate and nurture an action and then for coalition members to take ownership and set the agenda.

It is recognised that international agencies have a vital role to play in **channelling experience and expertise** into media sectors seeking to enact reform processes. However, coalition members should ultimately feel empowered to define and influence the support they receive from international development partners, thereby ensuring that it fully reflects the needs and priorities of its putative beneficiaries.

Coalition members should also **demand better coordination** from these agencies and be ready to push back in order to ensure that funding is fit for purpose. In the same way, international actors should recognise the benefits of encouraging local partners to help formulate international policy and best practice.

The challenges of working with donors are widely acknowledged. Common complaints include the **rigidity of donor programmes** as well as widespread **short-termism**. According to one participant in the PRIMED workshop, many donors were only able to work with coalitions if the proposed activities were time-bound and focused

on swift results – requirements that run counter to the nature of coalition-building.

It was also noted that coalitions often **risk becoming donor dependent**, particularly those which were established through donor funding. There are, however, multiple examples of local alliances which have built sustainability into their development strategy from the outset. The Broadcast Journalists' Centre in Bangladesh, for example, insists on solidarity among members with each contributing resources and participating equally. The Kenya Media Sector Working Group came together and submitted a single plan and strategy to donors while the actual implementation was coordinated by local actors. While the Media Alliance of Zimbabwe (MAZ) has remained largely dependent on donor funding, it has, nevertheless, been able to fundraise on behalf of its members.

Key findings

The added value of media development agencies can be summarised as:

- **Training and technical assistance to support advocacy efforts.**
- **Facilitating knowledge sharing.**
- **Offering access to external experience.**
- **Improving donor coordination to avoid duplication of effort and explore synergies.**

“ **The current ‘programmatic’ funding model by donors – where funds are earmarked for specific purposes and activities, with no room for adjustment or variation to respond to emerging challenges and realities outside the programme – is a deterrent to building coalitions and collaborations.** ”

Mapping Coalitions



Methods, tools and techniques

The PRIMED workshop participants highlighted an array of techniques for building the capacity of coalition members, facilitating a dialogue between key stakeholders and advocating for positive change. They included:

Research and monitoring

It is vital to have an in-depth understanding of the issues to be addressed and to use this insight to determine the appropriate intervention logic. Developing and enhancing a dynamic Theory of Change can also play a vital role in building and maintaining relationships with international development actors.

Furthermore, ongoing monitoring of rights abuses or media content may help to supplement existing knowledge and provide evidence for advocacy efforts (see Case Study 3: Pakistan Journalists' Safety Coalition). Research and monitoring should be underpinned by knowledge management processes to maintain continuity and coherence as well as to ensure that results are properly shared among the coalition members.

Stakeholder consultations

Consultations among stakeholders who are most directly affected by the action are essential to secure consensus around immediate priorities and effective approaches (see Case Study 4: Media Freedom in Zambia, where consultations were driven by a technical working group). These consultations need to be fully inclusive, thereby ensuring that a broad range of views are considered, and that diverging opinions are identified at an early stage. Consultations also need to be properly moderated and minuted.

Direct advocacy

Meetings, roundtables and conferences bring together stakeholders from different camps to discuss challenges and explore solutions. Success is closely linked to the ability of all parties to find common ground or a nexus where their agendas overlap. Two good examples of this

are the annual conferences held by the Media Alliance of Zimbabwe (see Case Study 2) and the Peace Councils organised by Free Press Unlimited in Somalia which were used to promote a safer working environment for local media professionals (see Case Study 1).

Exchanging experience

As noted above, coalitions can act as a conduit for bringing outside experience into local media environments. This can be achieved through consultancy and training but also through peer-to-peer exchanges that allow stakeholders to benefit from an immersive learning experience in equivalent organisations. Examples include an exchange between the Pakistan Journalists' Safety Coalition (PJSC) and the Foundation for Press Freedom (FLIP) in Colombia which operates a Journalist Warning and Protection Network.

Legal analysis and drafting

Efforts to improve media legislation and regulatory frameworks have often been driven by the collaborative drafting of legal texts, usually drawing on external as well as internal expertise. For instance, the PJSC has been instrumental in encouraging four of the five national and provincial governments in Pakistan to produce draft laws. While some would argue that this approach disenfranchises law makers, it nevertheless has the advantage of creating concrete springboards for discussion. This, in turn, can fuel processes which might otherwise fall victim to political apathy or in-fighting.

Media programming

Media coverage of key themes can help to hold decision makers accountable for their actions or lack thereof. It is also essential in shaping public opinion and mobilising support among civil society actors. For example, the Free Press Unlimited project in Somalia included two weekly radio shows which investigated issues related to media freedom and encouraged stakeholders to discuss them on air.

Public engagement

Garnering public support can be crucial to the success of a coalition. Various methods have



been used to achieve this, including town hall meetings and petitions. As noted by Adnan Rehmat, IMS' consultant in Pakistan, the challenge can be to secure public empathy for the situation faced by journalists in countries where the profession is not a popular one. Public engagement organised by the Pakistan Journalists' Safety Coalition helped to introduce the issue of journalists' safety into the public discourse.

Support mechanisms

Initiatives such as Media Advocacy Coalition in Georgia (see Case Study 6) have demonstrated the value of providing sustained moral support to beleaguered media outlets and practitioners. Meetings and discussions can be a way of addressing the sense of isolation experienced by many journalists, but formal mechanisms such as helplines have also been used with a high degree of success. One global coalition, the Journalists in Distress network which comprises 18 international organisations, provides direct assistance to journalists and media workers whose lives or careers are threatened because of their work. Similarly, the press safety hubs established by [Freedom Network Pakistan](#) offer journalists across the country a peer-to-peer support mechanism.

Key findings

Common areas for upskilling include:

- **Training in engagement and advocacy skills.**
- **Consultancy in governance and project management.**
- **Training in fund-raising and grant management.**
- **Awareness-raising of international norms and best practice models.**

Sustainability

As noted by Dr Haron Mwangi, former CEO of the [Media Council of Kenya](#), “Most media and civil society collaborations lack the vision to effect lasting societal change. They are driven by short-term activities, largely funded by donors, that rarely provide for sustained transformative plans and activities. Thus, most coalitions have failed to see themselves as agents of enduring change.”

On one level, sustainability is **linked to a coalition's relevance** and to the shifting sands of stakeholder agendas. Theme-specific coalitions may struggle to remain relevant once they have achieved their primary goals. However, a coalition which has the resources and mandate to address the shortcomings of a media ecosystem on multiple levels is more likely to be seen as an enabling mechanism for members to address the wider challenges they face.

That said, a coalition should be **a means to an end, not an end in itself**. There is little value in perpetuating initiatives which no longer respond to actual demand or which are simply treading water. In the same way, members should be ready to disengage if their efforts are frustrated by deliberate political blocking or stakeholder indifference.

Successful sustainability strategies will depend largely on the contours of the local operating environment as well as on more esoteric factors such as the chemistry between the coalition members. However, experience suggests that the following considerations can influence a coalition's ability to survive in the long term:

- Borrowing from existing structures and mechanisms rather than building new structures from the ground up.
- Avoiding extraneous administrative structures (e.g., secretariats) when they are not mission critical.
- Diversifying sources of income, including accessing funds from multiple donors and development agencies. Funds can be secured for discrete, time-bound projects as well as for operating costs.



- Sharing responsibilities and tasks across coalition members rather than placing the centre of gravity entirely with the coalition leader.
- Seeking synergies with other programmes focusing on similar themes and pooling resources, where possible.

Common challenges

The paragraphs below describe some of the challenges experienced by participants in the PRIMED workshop. Many of the lessons learned that are presented elsewhere in this document have been informed by their efforts to overcome these challenges.

“ Most coalitions have failed to see themselves as agents of enduring change. ”

Dr Haron Mwangi



▲ Dr Haron Mwangi

Building trust with government stakeholders

Depending on their mandate, most coalitions will need to enter into a sustained dialogue with policy makers and duty bearers from local and national governments.

Clearly, some of these interlocutors will be more receptive than others but, in all cases, coalitions will need to find ways of persuading government stakeholders to cede political ground and adopt recommendations which they may see as a challenge to their authority. The process of building trust is closely linked to openness, transparency and continuous engagement. It is interesting to note, for example, that the Media Alliance of Zimbabwe (see Case Study 2) was prepared both to challenge decision makers who backed restrictive policies and to act as a resource for MPs who wished to broaden their understanding of media freedoms.

Managing competing agendas

Bringing together stakeholders from media and civil society is complicated by the fact that the two sectors operate according to different philosophies. In some countries, they may have an adversarial relationship based on misconceptions of one another's agenda. Even within the media industry, commercial and public media are likely to have different priorities as well as conflicting political affiliations. Donor funding is another area in which competition can be intense. Managing these agendas requires tact and diplomacy as well as the insights necessary to identify common or overlapping interests.

Key findings

Barriers to sustainability have been identified as:

- **Donor dependence.**
- **Co-opting of civil society leaders by government.**
- **Too great a reliance on traditional engagement and communication methods.**
- **Waning of interest among key stakeholders.**



Maintaining momentum

By their nature, advocacy-based projects are prone to setbacks and political capture. Where progress is slow, stakeholder interest may wane, while a lack of reliable evidence for what is and what is not working can make it difficult to justify decisions and motivate members.

Furthermore, coalitions which become too broad in their scope may lose their focus and struggle to serve multiple interests. Those which are reliant on donor funding may face long hiatuses in their work. Equally, the search for funding can draw down a disproportionate amount of resources, which undermines progress in other areas.

Maintaining momentum over a prolonged timeframe will depend on a coalition's ability to achieve and document short-term outcomes as well as progress towards long-term goals. A sense of making perceptible headway is also linked to sustained engagement with a broad constellation of stakeholders whose motivation levels may be very different. This entails a good understanding of what diverse interest groups have to gain – or to lose – by staying the distance.

Steep learning curve

Participants in the PRIMED workshop underlined the need to spend time and effort on equipping coalition members with the skills necessary to implement core activities and deliver measurable results. This is essential in ensuring that a coalition can fully mobilise the resources at its disposal and start to gain traction at an early stage.

In general, individuals across the coalition may find themselves in unfamiliar roles: journalists may have minimal experience of advocacy while human rights defenders often have a limited understanding of editorial principles or priorities. This can be compounded by mutual suspicions and territorial attitudes to key areas of work.

“Coalitions need to be nurtured and require a lot of diplomacy and tact to bring people together around a common agenda, not least because collaboration doesn't come naturally to media in volatile and often highly-competitive environments.”

PRIMED Learning Brief 2020



Conclusion

This learning brief provides an overview of the rites of passage that coalitions may experience as they attempt to chart their way through what is often unknown territory. The findings of the PRIMED workshop suggest that, via media development agencies, they can tap into a wealth of local and international experience which can help shape new initiatives and give them impetus.

Balancing inclusion with focus is a particular challenge as alliances attempt to cater to multiple agendas and accommodate conflicting viewpoints. The risks of coalitions falling victim to infighting, disenchantment, funding gaps and political capture are very real.

Nevertheless, the approaches highlighted in this document have proven their worth. Coalitions worldwide have marked up an impressive tally of achievements ranging from greater protections for media practitioners to the introduction of new legislation that supports regulation and decriminalises libel. They have helped **forge lasting links** between stakeholders and sectors that previously had limited experience of cooperation and even considered themselves to be diametrically opposed.

Media coalitions and alliances have played an important role in promoting **media literacy**, bringing the issues affecting independent journalism firmly into the public eye and higher up the political agenda. Many have managed to remain relevant by adapting themselves to changing circumstances and embracing new causes. They have weathered funding and leadership issues to become important players on the media stage and a vital element of the media ecosystem.

Key findings

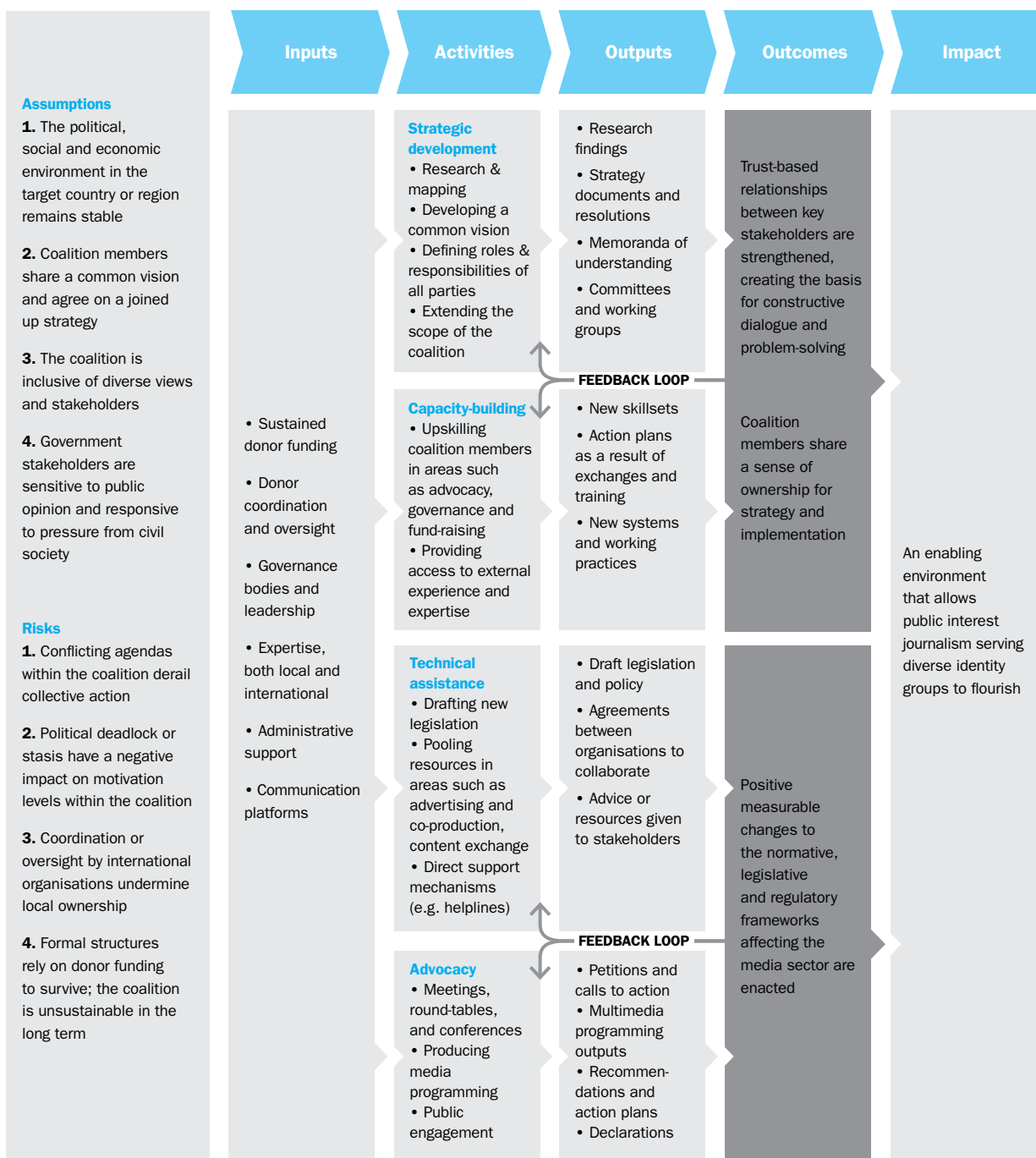
The essential attributes of successful coalitions are defined as:

- Deep understanding of the context.
- Mutual trust.
- Open engagement.
- Local ownership.
- Shared vision.
- A focus on delivering measurable results.



Model Theory of Change

The Theory of Change presented below maps out a generic sequencing which draws together multiple approaches and intervention models. It is unlikely that any one coalition would cover all these activity strands. They are offered as avenues to be explored rather than a proposed roadmap.




Case studies

**Six examples of coalitions in action
– what they have achieved and what
was learned**



Case study 1: Coalition Building for Press Freedom in Somalia

 Michael Pavicic,
Free Press
Unlimited



Objectives

Funded by the Dutch Ministry of Foreign Affairs and implemented by Free Press Unlimited (FPU), the “No News Is Bad News” programme ran from 2016 to 2020. As part of this initiative, FPU worked with local media outlets, journalists’ associations and CSOs to:

- Help develop the legal framework for a free and independent media sector.
- Promote gender equality in Somalia’s media sector.

Local partners

- Media Association Puntland (MAP)
- Media Ink (Somaliland)
- Somaliland Journalists’ Association (SOLJA)
- National Coalition of Human Rights Defenders in Somalia/Somaliland (NCHRD-SS)

The project benefited from:

The emergence of a youthful and reform-minded parliament.

Renewed international interest in promoting political, social and security reforms.

Activities

The project comprised a broad range of capacity-building activities focusing on journalism ethics, gender equality and media advocacy.

A baseline workshop promoted coalition building among programme partners leading to a 2016 media summit that brought together media organisations and CSOs. It was the first event of its kind in Somalia.

Efforts in 2017 to develop common advocacy strategies between media organisations and CSOs resulted in successful negotiations with the central government to amend the media law. Agreement was reached on 14 of the 18 provisions that were addressed by the coalition.

In 2018, the project partners joined forces to deliver the M4Women campaign which was aimed at promoting gender equality in the media. As a result of wider efforts, nine women journalists at eight radio stations were promoted to more senior roles.

Between 2018 and 2020, a series of peace councils facilitated discussions between the media, civil society and security forces that focused on journalists’ safety and the state’s obligations to safeguard media freedoms.

 **We focused on how to change relations within the enabling environment in Somalia. You can’t really start working on advocacy before you have changed the relationship between civil society actors and media outlets. ”**
Michael Pavicic, Free Press Unlimited



Key outputs

- **Common advocacy strategies developed with media organisations and CSOs.**
- **Joint declaration on the safety of journalists signed by 40 judges and journalists.**
- **Helplines for women and men journalists.**
- **Issue of press cards by the Ministry of Information.**

Outcomes

- **Increased trust, collaboration and information sharing** between local partners.
- **Increased trust** between media and civil society organisations.
- **Greater engagement** between media, civil society, government officials, security forces and the judiciary.

These outcomes were evidenced by mandates for media actors, CSOs and partners to negotiate with the government as well as increased dialogue with security forces over the illegal arrests of journalists.

In addition, SOLJA now acts as a coordinator between media and other institutions to improve media relations.

Lessons learned

- **Building bridges** between the media and civil society is a necessary first step before engaging with government actors.
- **Multi-stakeholder approaches** play an important role in helping partners bond and subscribe to common goals.
- Despite major challenges, gender equality was promoted by ensuring the full participation of women in all activities, thereby giving the project the opportunity to **lead by example**.
- While FPU conducted an overall programme evaluation, **the advocacy work was not evaluated specifically** and this was felt to have been a missed opportunity



Case study 2: Media Alliance of Zimbabwe

▶ Tabani Moyo,
MISA Zimbabwe



Objectives

The Media Alliance of Zimbabwe (MAZ) was established to attend to a shrinking democratic space in Zimbabwe and increased cases of violations against the media, including arbitrary arrests, the closure of critical media outlets, undemocratic laws and implementation.

At the outset MAZ served to foster unity within the media community as the government sought to divide and rule diverse interest groups.

A network of donors provided support during the inception of MAZ and the development of the Media Strategy of Zimbabwe.

Today, MAZ acts as a platform for joint campaigns and joint advocacy interventions as well as a coordination mechanism for prioritising the issues to be addressed.

Founding partners

- Media Institute of Southern Africa
- Zimbabwe Union of Journalists
- Media Monitoring Project of Zimbabwe
- Independent Journalists' Association of Zimbabwe
- IMS

Activities

MAZ has cross-cutting mandates to enhance the welfare, safety and working conditions of media workers as well as to improve access to information, freedom of expression, high-quality journalism and the ethical conduct of state media.

MAZ sets the collective agenda for media development in Zimbabwe, bringing local media stakeholders to the table annually to drive engagement around the target issues.

It leverages a broad range of expertise from within its membership to foster the enabling environment for independent media as well as using its collective muscle to petition the government to secure measurable improvements.

“ We have the convening power to bring together all media actors in Zimbabwe through the annual media stakeholders’ conference. Its outcomes define the media agenda for the following year. ”
Tabani Moyo, MISA Zimbabwe



Key achievements

- **Securing constitutional provisions expressly guaranteeing media freedoms in Zimbabwe.**
- **Breaking the monopoly of the Zimbabwe Broadcasting Corporation and promoting greater plurality in the media sector.**
- **Shaping the media law reform agenda in Zimbabwe.**
- **Establishing a self-regulatory mechanism.**
- **Developing a Police and Media Work Plan that reduced the number and severity of attacks on journalists.**

Outcomes

- **A better regulated and more secure working environment for journalists** in Zimbabwe.
- **Increased cooperation** between media and the security forces in order to improve journalists' safety and address the issue of impunity.
- **Greater plurality** in the media sector as a result of key reforms.
- **A unified voice** for the media community in Zimbabwe, thereby giving MAZ the chance to set the media agenda and run joint campaigns.

Lessons learned

- If the coalition members are not careful in the election of their leadership, there is a risk that the network will become inward-looking and fragmented.
- The coalition needs to evolve and change with the times, therefore stakeholders must be open-minded when they form the network.
- Given the scarcity of resources, there is a risk that members become competitors rather than allies. This can only be resolved through strong leadership.
- It is essential for members to promote the coalition so that it remains visible and can gain traction, thereby better serving the interests of its core stakeholders.
- Donor fatigue and short-termism can limit the ability of a coalition to respond rapidly to emerging challenges.



Case study 3: Pakistan Journalists' Safety Coalition

▶ Adnan Rehmat,
Consultant,
IMS Pakistan



Objectives

Pakistan was one of five pilot countries selected for the UN Plan of Action (UNPA) on the Safety of Journalists and Issues of Impunity which demanded collective advocacy among a wide range of stakeholders.

In response to this imperative, the Pakistan Journalists' Safety Coalition (PJSC) was formed in 2019 by IMS (International Media Support) and embraced the following goals:

- To get the issue of journalists' safety onto the national agenda, using the UNPA as a strategic tool.
- To lobby for specialised legislation on the safety of journalists in order to address flaws in the justice system, including impunity.

The PJSC brought together media houses, democracy actors and civil society organisations as well as human rights commissions and representatives from Parliament. An eight-member steering committee included representatives from the National Commission for Human Rights, the Digital Rights Foundation, the Institute of Research, Advocacy and Development and Freedom Network Pakistan.

Activities

The PJSC used collaborative advocacy to establish a national agenda. It helped foster a common understanding of the scale of the problem and to create consensus on the optimum strategies for resolving it.

IMS encouraged coalition members to draw on customised toolkits such as baseline surveys, focus group discussions and collaborative analysis to establish key goals and priorities.

The coalition built bridges between the government and parliament to facilitate lobbying with national and provincial parliamentarians. This helped win bipartisan support for safety legislation and pressure the government to take action.

The PJSC also brought together media owners, managers, workers and media development groups to run joint campaigns and orchestrate joint actions. Media coverage and engagement helped to keep the issue in the public eye.

“ PEST and SWOT analysis brings everyone on the same page very early on – to agree on what the challenges are and the priorities that could be. Collective support of that kind enables you to meet goals faster and document them. ”

**Adnan Rehmat,
Consultant, IMS Pakistan**



Key achievements

- **The coalition promoted unprecedented understanding of the links between the safety of journalists, free media and strengthened democracy.**
- **It was instrumental in developing the first legislation on the safety of journalists in Pakistan's history. As a result, four of five national and provincial governments have produced draft laws while one province, Sindh, has enacted the law.**

Outcomes

- **Broad-based support** from multiple stakeholders was secured and key actors were mobilised.
- **Consensus** on the priorities for the coalition's actions was reached.
- **Specialised legislation** on the safety of journalists was developed and rolled out using a decentralised strategy.

Lessons learned

- The PJSC initially adopted a centralised strategy but subsequently discovered this approach attracted fewer champions. The coalition reversed its tactics and decentralised its work, dramatically increasing the number of stakeholders conducting innovative advocacy campaigns.
- Devising local solutions is the best way of securing local ownership. While the campaign was pegged to global instruments (the UNPA and SDG16.10), it was important to identify local partners with complementary expertise and strengths. This also ensured a proper division of labour.
- It is essential to identify solution actors and advocates from outside the immediate sector or comfort zone – e.g., state-level human rights mechanisms which are looking for brothers-in-arms.
- Creating formal alliances that have longer-term and wider objectives will help incentivise all stakeholders.



Case study 4: Media Freedom in Zambia

▶ Jane Chirwa,
Project Manager,
MISA Zambia



Objectives

With stakeholders concluding that the Media Ethics Council of Zambia (MECOZ) and Zambia Media Council (ZAMEC) had failed as voluntary self-regulatory mechanisms, efforts turned to establishing a system of “media self-regulation backed by law”.

These efforts enjoyed sustained support from MISA Zambia, which works to foster “a media friendly environment, free of legal impediments to accessing and disseminating information”.

MISA advocated for ZAMEC to be recognised by law as the body in charge of media regulation in Zambia under the auspices of a Media Liaison Committee, thereby enabling the media sector to “manage and control its affairs”.

“Ownership comes when people fully participate and they feel part of something. We have guidelines and standards that we abide by and we wanted people to come together and speak with one voice while we provided the technical expertise and guided the rest of the group. MISA took a back seat for that reason.”

Jane Chirwa, Project Manager,
MISA Zambia

Activities

A technical working group (TWG) was created and met on a bimonthly basis. It conducted consultations with media outlets across the country, culminating in a two-day media regulation conference in May 2019 which brought together 220 delegates. They voted unanimously for media self-regulation backed by law.

The TWG worked with international experts to develop a draft bill. However, the bill contained serious flaws and failed to secure agreement among members. A redrafted bill caused a split within the TWG and led the government to threaten the introduction of statutory regulation as the media “had not delivered” on its promises.

Contentious clauses were finally removed and, in December 2019, the draft bill was submitted to the Ministry of Information and Broadcasting Services (MIBS). However, in August 2021, the Ministry attempted to railroad a heavily revised version of the bill. It failed to do so before parliament dissolved.

Throughout the process, BBC Media Action was instrumental in giving the TWG access to expert advice from countries such as South Africa and Kenya and in securing funding from donors including DFID and SIDA.



Key partners included

- **Media Liaison Committee**
- **Zambia Union of Broadcasters**
- **Media Network on Child Rights and Development**
- **Panos Institute Southern Africa**
- **Zambia Women Media Association**
- **Zambia Union for Journalists**
- **BBC Media Action**
- **Zambia Institute of Mass Communication**
- **Bloggers of Zambia**
- **Press Association of Zambia**
- **Zambia Institute for Independent Media Associations**
- **Editors' Forum**
- **Free Press Initiative**

Lessons learned

- The media sector is rife with conflicting agendas as well as competition for available resources. A unified vision is, therefore, difficult to achieve.
- In situations where political factions are actively trying to sabotage the consultation process, it is essential to have red lines and invest in intelligence gathering.
- Coalitions need strategies on how to formally and informally negotiate, encourage and convince stakeholders.
- They also need to be able to adapt to changing circumstances and respond swiftly to new imperatives.

Outcomes

- A Media Self-Regulation Bill, the ZAMEC Code of Ethics and the ZAMEC Constitution were delivered to the MIBS in December 2019.
- Widely seen as a mechanism for protecting and promoting media freedom in the country, the bill addresses issues of media professionalism, ethics and press freedom infringements.
- Throughout the process, feedback was secured from journalists, media houses and press clubs across Zambia.

“Media will have the control over how they regulate themselves under the authority or protection of an act of parliament, through peer review, name and shame.”

**Mthoniswa Banda,
Commint, July 2019**



Case study 5: Declaration on Media Freedom in The Arab World



Monir Zaarour, IFJ's
Director of Policy
and Programmes,
Arab World and
Middle East



Objectives

Since 2014, the International Federation of Journalists (IFJ) has been leading a coalition of journalists' unions, human rights campaigners and media groups from across the Arab World which has embraced the following objectives:

- **To adopt a Declaration on Media Freedom that sets out key principles and standards for media in the Middle East and North Africa (MENA)**
- **To establish a Special Rapporteur for Media Freedom in the Arab World**

The coalition has called on governments and inter-governmental organisations in the region to sign the Declaration and commit to practical ways of establishing and implementing an independent mechanism to support the media locally.

Key principles include

- **Citizens' rights to information.**
- **The obligation of governments to ensure the safety of media practitioners.**
- **The need for awareness, including media literacy and training.**
- **The need to protect privacy.**
- **Measures to curb hate speech and intolerance.**
- **Definitions of the roles of different actors.**
- **Principles for the regulation of print and broadcast media as well as the internet.**
- **Provisions for self-regulation and complaints.**
- **Legal guarantees for equality and fair treatment.**

“ In a region where the tradition of engagement between civil society groups and regional inter-governmental structures does not exist, the project should have included a component focusing on setting standards of engagement between both sides, drawing on experiences from other regions. ”

Monir Zaarour, IFJ's Director of Policy and Programmes, Arab World and Middle East



Activities

The Declaration was first outlined at UNESCO's World Press Freedom Day (WPDF) in 2014 and the initial draft was produced in the following year. The draft was presented at a consultative meeting in Amman in September 2015, when the mandate for a Special Rapporteur for Media Freedom was also discussed. The event was attended by national human rights commissions and UNESCO as well as experts and journalists from across the region.

An online consultation in 2016 culminated in a regional consultation in Casablanca which was co-organised with UNESCO on WPDF. On this occasion, the document was endorsed by media networks, journalists' unions, press freedom organisations, academics, national human rights institutions, media regulators and civil society groups. National support for the Declaration was then garnered through meetings with heads of state, international organisations and senior policy makers.

Notable achievements

- **As of April 2018, the Declaration has been signed by heads of state, key media stakeholders and media communities in Palestine, Tunisia, Jordan, Sudan, Morocco and Mauritania.**
- **In 2019, a total of 18 journalists' unions and associations from the region signed a joint letter to the League of Arab States calling on MENA countries to immediately release journalists who had been detained or imprisoned for carrying out their professional duty or expressing their views.**

Outcomes

- Over 500 journalists, editors, media and human rights experts contributed to the development of the Declaration, which has acted as a catalyst for rallying media actors across the region and driving collective efforts to improve media freedoms in countries where they are under threat.
- Stakeholders have benefited from being able to express their views through a regional networking platform and through other opportunities for regular exchange.

Lessons learned

- The project was successful in building a regional cross-sectoral coalition of media actors, FoE groups and human rights organisations, but the campaign was unable to bridge the noticeable gulf between FoE organisations and the media sector. International actors should invest more in this area.
- The limited positive progress made in the countries which signed the Declaration is partially due to the weakness (or absence) of media support groups. This should be taken into consideration when considering long-term media development goals.



Case study 6: Media Advocacy Coalition, Republic of Georgia



Nino Danelia,
founder and
member of the
Media Advocacy
Coalition



Objectives

Established in April, 2011, the Media Advocacy Coalition is a union of 16 Georgian NGOs working on issues relating to media freedom. The coalition aims to improve the media environment as well as to safeguard the interests of media owners and journalists. It embraces areas such as:

- Ensuring proper access to information;
- Monitoring the media regulatory body and the public broadcaster;
- Lobbying for improved media regulation;
- Monitoring violations of journalists' rights by law enforcement agencies.
- The coalition is currently coordinated by the Georgian Young Lawyers' Association.

“ We would like to know that we can perform our professional duties without being punished for it ”
Nino Danelia, founder and member of the Media Advocacy Coalition

Activities

The Media Advocacy Coalition conducts a wide range of activities aimed at raising public awareness of attacks on media freedoms and lobbying the authorities to take corrective action. Issues tackled in recent years have included:

- The government's failure to guarantee the safety and security of media representatives during the July 2021 Pride protests which claimed the life of a cameraman
- Attacks on journalists and cases of persecution by representatives of the Georgian Orthodox Church
- The abduction of Azerbaijani journalist Afgan Mukhtarli from Tbilisi in May 2017
- An alleged murder plot targeting TV anchor Giorgi Gabunia who used expletive-laden language to address Russian President Vladimir Putin

The Media Advocacy Coalition publishes periodical reports such as the Georgian Election Spotlight which provides weekly analysis of media coverage of elections. It also released a hard-hitting report on the July 2021 “pogrom of the media”.



The Media Advocacy Coalition comprises

- Georgian Alliance of Regional Broadcasters
- Georgian Young Lawyers' Association
- Georgian Democratic Initiative
- Georgian Association of Small and Medium Telecommunication Operators
- Georgian Charter of Journalistic Ethics
- Georgian Regional Media Association
- International Society for Fair Elections and Democracy
- Institute for Development of Freedom of Information
- Liberal Academy Tbilisi
- Media Club
- Media Development Fund
- Open Society Georgia Foundation
- Rights Georgia
- Rights of Media
- Transparency International - Georgia
- TV Network

Outcomes

- The Coalition acts as an **inclusive forum** for engagement with senior politicians, including the Prime Minister, and with representatives of the international community.
- It has the **convening and influencing power** to address individual attacks on media freedoms as well to meet with law-makers to discuss amendments to media legislation.
- The Coalition ensures that key issues affecting media freedom **remain in the public eye** and the **authorities are held to account**.

Lessons learned

- Rallying key players around causes célèbres can play a vital role in demonstrating unity within the media community and building sectoral resilience to political pressures or attacks on media freedom.
- A broad-based coalition bringing together resources from civil society, the media and the donor community can draw on diverse areas of expertise as well as multiple advocacy platforms.
- A stable, consistent membership ensures that coalitions are perceived as serious interlocutors who are assured a seat at the table in high-level political dialogue.
- A group of professional organisations with different but complementary remits can act as a vital sounding board for the international community as well as a trusted source of insights into media development priorities.

Other resources

**Coalitions-related knowledge compiled
for PRIMED by The Communications
Initiative Network**



“ Media freedom is often best defended and advanced by organisations working together to effect change. Which is why the PRIMED programme is looking to support a variety of collective advocacy initiatives – ‘coalitions’ – that are pushing for improvements in the information ecosystems of Bangladesh, Ethiopia and Sierra Leone...[and] want to learn from advocacy coalitions elsewhere. ”

Agenda for the PRIMED programme’s Coalitions for Change workshop, August 30 – September 3

In support of that analysis and goal, below are links to summaries of learning from coalitions, partnerships and alliances that have shared their insights, ideas and strategic learning across [The Communication Initiative Network](#) platform.

There are two sections. The first relates specifically to media development. The second provides cross-learning examples and learning from coalitions engaged in communication action on other development priorities.



A. Media development-specific

1. Mapping Coalitions: Mapping Out Coalitions, Collaborations, Partnerships and Networks for Media and Civil Society in Sub-Saharan Africa

This study from the Consortium to Promote Human Rights, Civic Freedoms and Media Development (CHARM) project maps out coalitions, collaborations, partnerships and networks for the media and civil society in sub-Saharan Africa. It seeks to engender a deeper understanding of the architecture, relevance and needs of media organisations and civil society organisations (CSOs), as well as their institutional capacity, level of influence, powers and limitations.

2. Calling for Coalitions: A Look at Successful Media and Advocacy Partnerships

This report explores the dynamics of successful collaborations between the media and advocacy groups in order to support effective partnerships in a world in which civil society and public interest journalism may need to increasingly rely on each other and on donors to support their work. Drawing on case study research conducted on collaborative projects in Nigeria, South Africa, Kenya and Peru, the report offers a list of recommendations on creating effective partnerships, as well as recommendations specifically for journalists and advocates.

3. The Untapped Potential of Regional Cooperation for Media Reform in Southern Africa

At a time of growing challenges in the media sector, this report looks at regional cooperation as a tool for dealing with the complex and highly fragmented media sector reform agenda in Southern Africa. Published by the Center for International Media Assistance (CIMA), it examines lessons learned from previous collaborative efforts in the region and the potential benefits of and challenges to this approach to media development. The report also identifies a set of best practices and makes a series of recommendations about how such a cooperation can be structured.

4. People, Power, Truth – Human Rights, Civil Society & the Media in Sub-Saharan Africa

This anthology brings together the thoughts of different thinkers in the media space, civil organisations and human rights activists and seeks to showcase good practices and ideas on coalition building. It is intended to serve “to stimulate thoughts and debate and lead to discussions and deliberation between civil society activists, media practitioners, private sector and government representatives on how to engage in coalitions, jointly building democratic and sustainable structures for the well-being of our societies.”

5. Mapping Journalism Training Centres in Sub-Saharan Africa

This report from the Wits Journalism Programme and Fojo Media Institute offers an overview of journalism training and education centres in sub-Saharan Africa, focusing on 10 countries; more than 55 journalism training centres and initiatives in the region were mapped. One section focuses on networks, investigating the networking opportunities and formalised networks that exist for journalists, students, educators and trainers.

6. Global Media Philanthropy: What Funders Need to Know About Data, Trends and Pressing Issues Facing the Field

Essay topics include: current challenges facing African and Indian media ecosystems, along with suggestions for solutions; the need for greater collaboration, experimentation and media development coalition-building to withstand political and social upheaval; the need for greater security awareness and support by funders; and new ways of thinking about public media.

7. A Regional Approach to Media Development in West Africa

Independent media in West Africa face an uncertain future. In this context, and with support from CIMA at the National Endowment for Democracy (NED), the Media Foundation for West Africa (MFWA) consulted with stakeholders from all 16 countries of the West Africa region on the question of how cross-border coalitions can safeguard against any threats of reversal of progress to date, thereby helping promote a robust and independent press.

8. Building Regional Strategies for Media Development in the Middle East and North Africa

Media movements – alliances between media actors and civil society – are crucial today in confronting the immense forms of repression, pressures, and intimidations endured by journalists in their daily practices and to protect the public right to quality, accurate, and plural information in the region. This report from CIMA at NED summarises the main findings and concrete recommendations for action articulated at a regional consultation that aimed to connect and invigorate those working to strengthen independent journalism in MENA.

9. Challenges and Entry Points for Regional Media Development Support in Sub-Saharan Africa

This report from the Fojo Media Institute focuses on regional media initiatives and challenges in sub-Saharan Africa and, in the interests of contributing to democracy and accountability in the region, provides guidance on possible entry points for support to the media sector on



a regional level. The point of departure is that “regional networks can be crucial intermediaries between the national and the global and an important source of learning and capacity development. Regional networks can also drive national reform efforts, especially when they can tap into regional inter-governmental structures and collaborate with civil society organisations.”

10. Safer Together? Considerations for Cooperation to Address Safety in the Media Support, Humanitarian and Human Rights Sectors

Every year, hundreds of journalists and media workers, human rights defenders and humanitarian workers around the world are killed, threatened, sexually harassed, kidnapped, arrested, imprisoned or otherwise targeted (including online) for their commitment to human rights and the information they provide. This IMS (International Media Support) briefing paper shares research undertaken in an effort to inform or inspire action among the media support, human rights and humanitarian sectors to address issues of safety and impunity. The paper seeks to identify commonalities between these three sectors and to identify possible areas for future collaboration and cooperation.

11. Pathways to Media Reform in Sub-Saharan Africa: Reflections from a Regional Consultation

This report offers a vision of how broader cross-country coalitions in sub-Saharan Africa could create pathways to media systems that could support the revitalisation of democracies in the region. It builds on the 2017 discussions of 36 media and governance experts from 15 sub-Saharan African countries on confronting the growing challenges to media pluralism in the region, as well as previously successful media reforms and research from across Africa. Rather than a blueprint, the report offers a call for more coordinated and strategic action, with an assessment of current networks and recommendations for first steps that media organisations and actors could take to strengthen media, defend independent voices and deepen and broaden democracy in Africa.

12. Defending Journalism

“The most effective responses to the safety of journalists are those born and led by a broad coalition of stakeholders that include media, civil society, authorities where possible and international organisations.” This study by IMS analyses the efforts to safeguard journalists in seven countries where environments of conflict and instability challenge the ability of journalists to produce good, in-depth journalism. It provides a mapping and greater understanding of what works – and what does not work – when it comes to addressing the safety of journalists around the world.

13. Somalia: Coalition Building for Press Freedom

This briefing paper describes the Somalia Programme of Free Press Unlimited (FPU), which sought to bring together the media and CSOs to contribute to social change at a time when opportunities for political and social reforms were being made possible following the 2017 elections in Somalia.

B. Cross-learning from Related Fields of Work

1. Community Coalitions and Structural Change: Innovative Approaches to HIV Prevention for Youth: Journal of Prevention & Intervention in the Community

The final three articles in this issue focus on specific populations that are addressed at various connect to protect (C2P) sites and how coalition activities were unique to the needs of these populations. Robles-Schrader, Harper, Purnell, Monarrez and Ellen examine differential challenges in coalition processes that hindered or facilitated coalition building for coalitions focused on young gay/bisexual men versus young heterosexual women. Data for this study came from in-depth qualitative interviews with community partners involved in each coalition.

2. Coalition Building: A Cornerstone of National Advocacy, Policymaking and Effective Cervical Cancer Prevention Programs

Strong coalitions have the potential to mobilise political will and financing, inform the policy process, and enhance the impact of community-based programmes. All of these elements are necessary for the rapid and equitable introduction of important health technologies. This brief outlines four key steps in coalition building.

3. Narrative Change and the Open Society Public Health Program

Narrative consists of a collection or body stories of characters, joined in some common problem as fixers (heroes), causes (villains) or the harmed (victims) in a temporal trajectory (plot) leading towards resolution within a particular setting or context. These stories together or collectively convey a common worldview or meaning – an interpretation of the world and how it works.

4. “Voice of the Voiceless”: Learning from SORADI’s Project to Strengthen Accountability in Hargeisa

Conclusions that confirm the wider literature are: “The power of diversity, or ‘coalitions for change’ [offer authority, which rests on their collective weight]... The inclusion of women and marginalised groups in accountability initiatives requires intentionality... Understanding the rules of the game is key...”



5. From the Ground Up: Multi-Level Accountability Politics in Land Reform in the Philippines

The case of the Peasant Movement of Bondoc Peninsula (Kilusang Magbubukid ng Bondoc Peninsula, or KMBP) sheds light on the contest over implementing land reform in the Philippines. This study narrates the struggle of KMBP through the lens of vertical integration – how campaigns target different levels of governance (village, municipality, national, etc.) to achieve meaningful change. Using vertical integration, the paper uses a new mapping tool to identify the wide variety of actions taken by KMBP and its partners, the level of governance they have targeted and the level of intensity in which they were pursued.

Constituency building: grassroots organising and awareness building involved components such as coalition building, mass collective action, public education (e.g., through networking with the media [especially radio and newspapers] and with international CSOs).

6. Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict

Jointly published by the United Nations and the World Bank, this report reviews the experience of different countries and institutions to highlight elements that have contributed to peace. “The more successful cases mobilised a coalition of domestic actors to influence incentives toward peace, bringing in the comparative advantages of civil society, including women’s groups, the faith community and the private sector to manage tensions. Decisive leadership provided incentives for peaceful contestation, not least by mobilising narratives and appealing to norms and values that support peaceful resolution.”

7. Rethinking Research Partnerships: Discussion Guide and Toolkit

“How do organisations with different structures, goals and interests collaborate? Can they work together productively around these differences? What tensions exist and what is the impact of these? How is power distributed and which voices are amplified or lost in the process?” Rooted in the idea that research partnerships must be entered into with care, this discussion guide and toolkit provides ideas and approaches to encourage critical engagement with issues such as the roles different actors play in partnership and what types of evidence are valued, used and produced. Its purpose is to open up space for more voices, perspectives and knowledge to inform research design, implementation and communication.

8. Coalition against Typhoid (CaT)/Take on Typhoid

Based at the Sabin Vaccine Institute, the Coalition against Typhoid (CaT) was created in 2010 with the

mission of preventing typhoid among vulnerable populations through research, education and advocacy for sustainable solutions to typhoid, including access to clean water and vaccines for vulnerable populations. In 2017, CaT joined forces with the Typhoid Vaccine Acceleration Consortium to “Take on Typhoid”, combining advocacy and communication efforts to mobilise researchers, clinicians and decision makers at the global, regional and local levels to introduce the new typhoid conjugate vaccine (TCV).

9. Civil Society Participation in Global Public Private Partnerships for Health

Global public-private partnerships (PPPs) for health address challenges ranging from HIV/AIDS to road traffic accidents, malnutrition and lack of access to vaccines and other health commodities. In the early years of partnerships like Gavi, the Vaccine Alliance, critics expressed concern about power imbalances within this new form of governance. Inviting civil society representatives into PPPs and giving them a “seat at the table” has been a way to respond to such critiques. Based on a structured analysis of publicly available documents, this article critically examines the notion of “civil society engagement” within 18 of the major PPPs for health.

10. Establishing and Utilizing Strategic Partnerships for Vaccine-Preventable Diseases: Best Practices in Haiti

This article outlines a model for effective partnerships for vaccines, a model that can transcend response to specific diseases and apply to all global health partnerships. It does so by summarising the presentations and conclusions of a conference in Port-au-Prince, Haiti, that brought together Ministry of Health officials, researchers, clinicians, academics, public health professionals and other stakeholders to discuss vaccine programmes and policies in Haiti.

11. Effective Partnership Mechanisms: A Legacy of the Polio Eradication Initiative in India and Their Potential for Addressing Other Public Health Priorities

While many factors contributed to the successful elimination of polio from India, partnership and coordination mechanisms at multiple levels that have evolved over the years have been important elements. This is the central argument of this paper, which is part of a series of articles detailing the work of the CORE Group Polio Project (CGPP). The authors assert that the lessons learned and expertise of the CGPP in developing, managing and nurturing partnerships can be adapted and replicated in other contexts for elimination or controlling other diseases and for ending preventable child and maternal deaths.



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 create a platform for debate. Yet truly public interest media are in crisis.

PRIMED (Protecting Independent Media for Effective Development) is a three-year programme to support public interest media in Bangladesh, Ethiopia and Sierra Leone – addressing critical challenges, building resilience, and sharing research and insight about what works.

Led by BBC Media Action, PRIMED partners include Free Press Unlimited, International Media Support and Media Development Investment Fund, with additional support from Global Forum for Media Development and The Communications Initiative.

PRIMED is funded by the Foreign, Commonwealth and Development Office.



To learn more about PRIMED please see bbcmediaaction.org or email media.action@bbc.co.uk.



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Front cover photo: Protesters in Bangladesh demand the release of journalist Rozina Islam at National Press Club in Dhaka in May 2021.

Photo by Md Manik/SOPA Images/LightRocket via Getty Images