

# The Training of Journalists in Central and Eastern Europe

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Eastern Europe**



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**Sida Evaluation 98/36**

**Department for Central and  
Eastern Europe**

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Meri/Wallberg

Stockholm, 15 December 1998

## **Evaluation of Swedish Support To The Training Of Journalists In Central and Eastern Europe**

### **1. INTRODUCTION**

During the first half of 1998, as requested by the Swedish Government, Sida outlined its strategy for support to Central and Eastern Europe for the next three year period, 1999 to 2001. This strategy is partly based on appraisals made of Swedish support for the period 1995-1997 to the three Baltic states and on an ongoing appraisal of support to Russia for the same period.

In order to obtain a more comprehensive picture of the support for one selected area, Sida decided to make an in-depth evaluation of Swedish support for the training of journalists from countries in Central and Eastern Europe. This training, which started in 1993, has mainly been carried out by FOJO, the Institute for Further Education of Journalists, in Kalmar in southern Sweden. Over the years almost 1,000 journalists have been trained in some 60 training programmes. The cost of this training has amounted to over SEK 20 million.

For this assignment, Sida engaged Ms Tiina Meri, a former free-lance journalist with a background from Estonia, and Mr Börje Wallberg, a specialist in human resources development, for a period of four weeks in September-October 1998.

The main objectives of the evaluation were to find out how the Sida-financed projects and programmes have been formulated, carried out, reported on and received by the counterparts and participating journalists. The evaluation was also to focus on the possible expected long-term results of the training as well as on the performance of FOJO. The Terms of Reference for the assignment are attached as **Annex 1**.

#### **1.1 Method of evaluation and its limitations**

The consultants started their work in late September by studying relevant documents at Sida and conducting interviews with the programme officers concerned. During this first week a study visit was also made to FOJO in Kalmar and initial discussions were held with those responsible for the management of the FOJO training programmes.

During the second and third week visits were made to Lithuania, Latvia, Russia and Ukraine. During these visits discussions were held with the coordinators responsible for the programme in all four countries. Some 50 journalists and other persons were interviewed on their opinions of the training given. The list of persons interviewed is attached as **Annex 2**.

Brief visits to newspapers were made in all countries in order to obtain an idea of the working situation of journalists. In Lithuania we made an extended visit to one newspaper in Siauliai, the fourth largest city in the country. One of us had previously also visited the biggest newspaper in Klaipeda and discussed the results of training with the editor-in-chief during a previous assignment to the country.

In this respect we would like to express our sincere gratitude to the coordinators in all four countries for their efficient arrangements and to all the journalists who made time available in their tight work schedules to meet us in order to answer our questions and give us their ideas for the future. In all four countries the mass media situation is very strained and the pressure of work on journalists is hard. We are aware that, by coming to our meetings, they all made a sacrifice in terms of time and sometimes money that can only be explained by their interest and commitment. We would also like to thank FOJO for its support for this evaluation.

It has to be admitted that an evaluation of this kind could be criticised from different angles.

It could for example be advocated that the number of persons interviewed, about fifty in four countries, is too small in comparison to the total number of participants. The selection of journalists for the interviews could also have been positively biased by the national coordinators. However, we have no reason to believe that this was the case. The outcome of our interviews had a similar pattern to the post-course ratings made by the participants which would confirm the results of this evaluation.

Another possible weakness concerns the methods of interviewing. Originally we had the idea of presenting a fixed questionnaire to every interviewee in order to obtain comprehensive and comparable results from the different countries. This proved to be difficult. However, we soon found out that the interviewees' experience and opinions of the different courses showed a very similar pattern regardless of what country they came from and what courses they had participated in.

We feel nevertheless that, in general, we have obtained a very good picture, both of how the different training courses have been received by the participants and of the effects they have had in their further work and on the mass media situation in the different countries. The interviews have also provided a good picture of how the courses have been implemented by FOJO. Some other weaknesses in the method of evaluation should, however, be pointed out:

- The coordinators had done a very good job of finding journalists who were representative of the target group and willing to be interviewed. Yet, since they had participated in many different courses and over the whole period from the first courses in 1993 to those held in the summer of 1998, we found it difficult to get a complete overview of the courses they had participated in and the characteristics of each special course or subject. In some cases so much time had passed that the interviewees could only give rather general comments on their training. For this reason our findings are more general rather than specific where the many different courses are concerned.



- The majority of the journalists interviewed came from newspapers. For obvious reasons we had no possibility to assess quality changes in TV and broadcasting as we could when studying changes and improvements to newspapers before and after participation in training.
- In the Terms of Reference an assessment of the training of Polish and Belarus journalists was also included but, for various reasons, without any visits to those countries. Time has not allowed us to go into depth in these issues, but we have seen no deviations in the post-course evaluations that could be due to nationality. We therefore assume that the results of any interviews in these countries would not have differed from those obtained in the four countries visited. The very different situation for mass media in these two neighbouring countries could, however, have given some important additional information about the preconditions for future Swedish support for the training of journalists.

The FOJO training of journalists from the former Yugoslavia was not included in our mission.

In spite of these weaknesses we nevertheless believe that during the evaluation we obtained a good picture of the relevance and quality of the training programmes, the implementation and management capacity of FOJO and the Swedish resource base, as well as of possible alternatives for any future training programmes.

## **1.2 The situation of the mass media in the partner countries**

In the former Soviet Union the mass media were part of the prevailing political system and, to a large extent, used for propaganda. Both national and international news was given a political bias to suit the only authorised political force, the Communist Party. Investigative journalism was not promoted in the mass media. The ethics of journalism were different and the mode of presentation was not in accordance with western standards. For the sake of both credibility and marketing, these areas have had to be greatly improved and within a short time.

Another issue to consider was the possibility of outlook. Before the fall of the Iron Curtain travel abroad was restricted and to a large extent only available to party officials and other selected persons. This resulted in a general lack of knowledge of conditions in other parts of the world and no possibility to compare and evaluate options in all sectors of society. Journalists were no exceptions to this. The result was, and is still to some extent, incomplete knowledge and understanding and therefore often biased news.

In the mid-eighties the officially proclaimed "glasnost" opened up society to new trends in the dissemination of information and news. In the process of change and liberation, intellectuals and a new generation of young people became engaged in politics and in developing different ways of disseminating news and political discussions. One example of this was the increase in the "samizdat" (self-published) newspapers. In the Baltic states new, independent newspapers appeared during this period. Many young people, who were engaged at this time in the more liberal dissemination of news, continued to work as journalists both in Russia and the newly independent countries.

This has contributed to a situation in which the mass media still have a good reputation in all countries. In Lithuania, for example, the credibility of the mass media is ranked higher (80%) than that of the church (74%) and the Presidential institutions (40%). In all other countries visited during this evaluation, the journalists also rated the status of their jobs as high, although now with some limitations.

Since the end of the 1980s the situation of the mass media in the different countries has changed profoundly, and it has also taken different paths. Both Estonia and Poland are now in the process of becoming part of Western Europe and the situation of the mass media is rapidly becoming more similar to the situation in that part of the world. Journalists can write about everything without taking serious risks and what they report on influences public debate.

In Lithuania, local mass media in particular are well developed but, according to some persons interviewed, there was still some political influence over the media. In Latvia and Russia, it was said that everything could be reported on "in principle", but that there was a certain self-censorship where "risky issues" were concerned, for example in respect of high-level crime and political involvement. There was for example one case in which a journalist, investigating a possible corruption case, had been the victim of a mysterious car crash which had left her hospitalised for a long time.

There is a risk that this type of experience leads to journalists imposing an unfortunate "self-censorship" on their work. In turn this is negative for the establishment of civil society, especially where citizens regard their own countries as some of the most corrupt in the world. In a world-wide survey, made recently by Transparency International, Latvians for example ranked their country in 71st position, the same as Pakistan. Only 13 nations received a lower ranking, among them Russia in 76th position.

In Ukraine the situation was even more negative. The day before our visit to the country, city officials, backed by militia officers, stormed into the office of the opposition paper, *Kievskiye Vedomosti*, and forced management and staff to leave without notice on the grounds that the contract in respect of rent for the office was not in order. After this the journalists managed to publish a smaller paper, only eight pages, but how long they would be able to continue to do this could be questioned. The newspaper had also lost two court cases for "making unjust accusations" of high level politicians for corruption that were hanging as dark clouds over its future. We did not visit Belarus but the media situation is reportedly very strictly controlled in that country and is gradually becoming even more oppressive.

In all countries, although to varying degrees, it has proved difficult to make the transition from the more propagandistic "top-down" approach to work of a more investigative character with a "bottom-up" perspective. It has also proved difficult to distinguish between facts and opinions and how they are presented. In an extended perspective this may endanger the reputation of the mass media in the countries concerned. All these issues are in focus in the FOJO training.

As can be seen from the above description, the situation of the mass media in the different partner countries varies a great deal and there are signs that, due to different political developments, this situation will differ even more in the years to come.

We believe that the situation in the Baltic states will soon be relatively similar to that of the western European nations. The prospective future membership of the European Union probably acts as an incentive in this respect and there is now a base for the further development of all mass media. The situation of the mass media in Russia is also improving but at a slower pace. In Ukraine and Belarus the political situation is more difficult and to some extent hampers the development of modern mass media.

*Our conclusion of the above situation is that although the situation of the mass media in the partner countries has improved, it is still fragile. The need for further support, both in the form of education and training and establishment of networks, will be great for some years to come.*

## **2. THE FOJO TRAINING PROGRAMMES - A DESCRIPTIVE OVERVIEW**

### **2.1 History**

FOJO started operations in 1972, in response to a plea for better trained journalists by the Swedish Minister of Finance at that time. The Institute is part of the University of Kalmar and is the only national and international mid-career training institute for journalists. For its training programmes for Swedish journalists it is almost entirely financed by the Ministry of Education. FOJO offers a wide range of training programmes for Swedish journalists with a duration of two days up to three weeks, covering most aspects of journalistic training, for example Developing Journalistic Skills, Management and Leadership and subject-oriented courses in special areas such as education, the environment, the EU and social issues. The Institute has an open and flexible approach to these subject areas to enable it to meet new demands as they arise.

The FOJO international training programmes started in 1991, financed by the Commission for Technical and Economical Cooperation, BITS. The main objective of this training was to strengthen democracy in the countries concerned and to initiate a discussion on the role of the media and journalists in the democratic process.

In 1993 FOJO held its first course for journalists from Central and Eastern Europe, "Journalism and Democracy". At that time the course content reportedly tended to focus on "Swedish concepts". One former participant told us that, when asked by FOJO for opinions after three days of polite listening to various lecturers, the participants asked the organisers whether they wanted "a polite answer or the truth". The FOJO course management responded to this challenge immediately and initiated an open discussion with the participants on their needs and expectations. The rest of the three week course was modified and focused to a great extent on meeting the needs of the participants. This open dialogue and participatory approach has, according to all coordinators interviewed, remained a focal point in their cooperation with FOJO. The course has been repeated every year.

The other regional courses were "Women and Journalism" and "Media Management" which were held in 1996 and 1998 respectively, plus "Journalism and Democracy Balkan"

Since the start of the programmes in 1993, new training courses have been continuously developed and the methods of training refined. This development can best be characterised as an organic process in which training projects/programmes have been initiated to a large extent by individuals and organisations in the countries concerned and in close cooperation with FOJO. Experience gained from the first "regional" courses in Journalism and Democracy has been important for the formulation of objectives and strategies for the programmes of bilateral cooperation that were later developed with the different countries.

At present the FOJO training programmes for journalists from Central and Eastern Europe cover the following main areas:

- Journalism and Democracy
- Women in Journalism
- Investigative Journalism
- Seminars for Chief Editors
- Editorial Planning Methods and Organising Editorial Work
- Environmental Journalism
- Methods for Advertising and Marketing Methods
- Other thematic training courses such as economic and social journalism, criminal journalism
- How to survive on the local market
- Lay out and Internet, including Training of Trainers
- Use of Internet in the Mass Media
- Training of Trainers
- Bilateral training programmes for the upgrading of journalist skills

Over the years FOJO has run over 60 training courses and shorter training programmes for almost 1,000 journalists from Central and Eastern Europe. Demands on FOJO for training are increasing, both as regards new areas of training, the number of persons to be trained and, not least, requests from Sida that new countries be included in the training programmes. The number of courses in the different subject areas and the number of participants per year and in total is given in **Annex 3** to this report.

Swedish support through FOJO for the training of journalists is by no means the only training programme available in these countries. The EU has run a number of seminars in most countries. The International Federation of Journalists in Brussels offers training courses to journalists from the region. In Lithuania the Soros Foundation supports a Centre of Journalism. In Ukraine USAID is supporting NGOs which run both a centre for the training of newspaper journalists, IREXProMedia, and one for TV and broadcasting, called Internews Network. Immediately after the Baltic countries gained independence the USA was very interested and active in journalistic training but has since then been more passive.

The Nordic Centre for Journalism in Aarhus also supports the training of journalists. This training has recently been evaluated and is considered to be both relevant and of good quality.

FOJO has also cooperated with the Baltic Media Centre in Bornholm for the training of TV journalists.

### **3. THE EVALUATION**

#### **3.1 Overall objectives of Swedish support to Central and Eastern Europe**

The evaluation of the FOJO training of journalists in Central and Eastern Europe has to be seen in the wider context of the overall objectives of Swedish support to countries in the area. The present Swedish support to these countries has its origins in the downfall of the former Soviet Union and in an aspiration to support the transition of the new states into democratic societies, based on a market economy. The objectives of this Swedish support are:

- to promote common security in the region;
- to deepen the culture of democracy;
- to support socially sustainable economic development;
- to support environmentally sustainable development;

A perspective of gender equality shall permeate all cooperation.

In this overall perspective, the FOJO training of journalists is very relevant. It mainly supports the objective of developing and "deepening the culture of democracy". The programme may also have both direct and indirect effects in respect of all the other three objectives through the investigative mission of the mass media. In the long run high levels of skills and capacity in the mass media will enhance the transparency of political life and support a more enlightened political debate and dialogue. Competent mass media can influence the content of political decisions. The development of open mass media, sharing information over frontiers, may also contribute to the creation of a more secure, international political environment.

*Whether all these objectives will be attained or not has to be seen in a long perspective.*

*Swedish support through FOJO is a relatively small but strategic component in the development of the mass media in these countries.*

#### **3.2 The objectives of the FOJO training of journalists**

As stated above, the overall objective of the training of journalists was to support the transition to democracy of the countries in Central and Eastern Europe. The first course in "Journalism and democracy" was directly aimed at this objective. In addition to this, over the years FOJO has developed its own set of objectives for its international training programmes. These are:

- to help Central and Eastern European journalists to acquire knowledge in areas which are vital to the development of free and critically investigative journalism;

- to create conditions for the exchange of experience and building up of networks between journalists in the different countries in the regions in which FOJO is active;
- to support the formation of local institutions for the further education of journalists in our partner countries;
- to increase the knowledge and interest of Swedish media and local journalists in conditions in Central and Eastern Europe;

*These overall objectives are both relevant and realistic. As can be seen below, we find that FOJO has managed to live up to the first two goals to a very high degree, i.e. to increase the competence of the journalists it trains and to develop preconditions for regional networking.*

Greater Swedish interest in the partner countries is probably more of a by-product and the result of contacts with Swedish journalists during the practical parts of the training programmes. This is nevertheless more difficult to assess. The institution building aspect has the lowest degree of fulfilment. This is mainly due to the fact that the original objectives for the training programmes did not include this aspect. (See chapter 3.6).

### **3.2.1. Course objectives**

In our interviews at Sida, some criticism was expressed in respect of vague objectives and unclear expected outputs in the different project proposals. We have therefore studied the different proposals submitted to Sida but, in our opinion, they are acceptable. Human resource development in journalism is difficult to describe in terms of quantity and quality. The results can only be seen in a longer perspective.

The fact that these objectives have been formulated in close cooperation with coordinators and that they are negotiable in contacts with the participating journalists before and during the training, give further strength to our positive conclusion.

### **3.3 Target groups - selection of participants**

The bulk of FOJO training programme has two major components, the longer, often three-week, thematic courses, and shorter bilateral courses consisting of a two-day seminar in the partner country followed by a one-week course in Sweden. The thematic courses have usually been "regional" in so far as they have gathered participants from all countries in Central and Eastern Europe, whereas the shorter, bilateral courses have been open only for a certain target group, mainly journalists from local mass media. The selection of participants has been based on three main criteria:

- They shall be young persons, below 35 years of age.
- They shall be from the middle level and up and persons that could be expected to have an influence on the transformation and improvement of their newspapers or radio/TV stations. (*Most of them have in fact been chief-editors, assistant chief-editors and/or senior journalists*).

- There shall be gender equality in the selection of participants. *(As the majority of journalists in the participating countries are women this objective has been difficult to attain.)*

The selection of participants for the longer, thematic courses has normally been made by FOJO, whereas the selection of participants for the bilateral courses has, with few exceptions, been made by FOJO's cooperation partners in each country, the coordinators.

These coordinators have all participated in early FOJO training courses in "Journalism and Democracy" and all have personal experience of the training offered. They have all been personally selected by FOJO management and there is a noticeable mutual respect and confidence between the partners in cooperation.

In all countries the coordinators have tried to arrange an equal regional distribution of offers for training. For the courses for local newspaper journalists the policy has been to try to nominate two persons from each big newspaper to ensure a greater degree of dissemination and permeation of new knowledge and ideas in the newspapers. Only one person was selected from the small newspapers.

The use of interpreters speaking the national languages has given non-English speaking journalists from small newspapers the possibility to participate. This has enabled journalists who do not usually get this kind of training to participate and it has been instrumental for the wide dissemination of the new knowledge.

The selection procedures have normally functioned well. This observation is further strengthened by the fact that many of the participants have been promoted after their training. In the beginning there were some problems with a somewhat biased selection in Russia, but after FOJO brought this matter up for discussion it ceased to be a problem.

The only major criticism that we have encountered was that in some courses very young and inexperienced journalists were mixed with older journalists. As a result of this too much time had to be spent on what the older journalists felt was elementary. Another slightly negative comment was that in some courses newspaper and radio/TV journalists had been mixed in the same group which meant that the training could not be given a specific focus. Although much of the content of journalistic training for all mass media is similar, there could possibly have been one common session for both categories and then separate sessions. FOJO has tried to do this in its later training programmes.

From the post-course evaluations it can be seen that there is often one participant who is less positive. This is shown by generally low ratings among otherwise extremely positive ones. We discussed this with the coordinators and one answer was that in some cases the participants had not been journalists but rather persons responsible for information and mass media contacts in big organisations and had less interest in the journalistic profession. This should be avoided in the future.

*The overall conclusion is that the selection procedures have been strategic, realistic and well adapted to the present situation of journalism in Central and Eastern Europe.*

*The selected persons have been part of an elite and many of them had reportedly been promoted to posts as editors or sub-editors after their training in Sweden. This has contributed both to the spreading and deepening of journalistic competence in the countries concerned.*

### **3.4 Methods of training**

In accordance with the policies of FOJO, the methods of training have been gradually reviewed and revised since the first "lecturing" course on Journalism and Democracy in 1993. Today, they are characterised by a combination of theoretical training, mainly with Swedish trainers, short study visits and extended stays at local Swedish newspapers. The original, somewhat elementary and perhaps too "Swedish" approach was immediately replaced by a model in which lecturers, tutors and coaches present what they do, why they do it and how they do it.

The present model has been unanimously praised by all former participants interviewed.

It is based on mutual respect and a spirit of collegiality that gives the participants the opportunity to compare, digest and accept, reject or modify their own ideas and working methods. The courses have been managed by Swedish specialists in a dialogue form supplemented by practical exercises. This is in itself an example of modern working and learning methods. Swedish and international news materials have been analysed. Most lecturers have been professionally very competent and interesting.

*The mix between an initial theoretical part and the practically oriented study visits to small local newspapers in Sweden had, according to all persons interviewed, been excellent and had given a practical demonstration of the theories taught. The management and staff of the local papers had all done their best to give information and discuss all aspects of journalistic work with their foreign guests.*

In this respect one coordinator made a rather flattering comparison between the FOJO training programmes and other aid-financed lecturers from different countries that came in to give theoretical lectures, often with little relevance for her country. The results of such courses, she said, were often low and not seldom even a waste of time. In comparison, she said, the FOJO courses were outstanding.

Another coordinator, in Ukraine, said that such theoretical lectures given by foreign specialists could nevertheless be quite valuable, but that the FOJO programmes had "a golden edge", since they combined theory with practical studies in a foreign country with well-developed and efficient mass media. This statement was confirmed by another journalist who said that what she had studied for years at university, she understood after three weeks in Sweden - the role of journalists in an open society.

*The study visits arranged by FOJO to prisons, day care centres and other institutions were given prominence by most journalists. They were considered to be of great importance for the participants to enable them to understand Swedish society. In*



Russia we met a number of participants who still spoke of a prison visit that had left strong impressions, both enthusiasm and scepticism as well as a feeling of ridicule about the humanistic Swedish approach to criminal care. This visit had been widely reported on and had given readers new knowledge about Swedish society. One journalist had met an inmate from her home town and this had sparked off a number of articles with interviews with his family etc, which in itself became an example of a new approach to reporting.

The participants had further been requested to bring *samples of their own newspapers*. They were then analysed in classes and different ways of improving them were discussed. This had been one very important part of the courses and had led to many changes that were proudly presented to us.

Another part of the training, in which the *participants had been requested to make their own development programme for their newspapers* etc, had also been of great value, since it had made them focus on the most important issues for change.

*Good and sufficient materials in the form of hand-outs* had been given to the participants. One book on "Ethics in Journalism" and another on "Interviewing Techniques" have been translated into Russian.

*The present model for the programme of bilateral cooperation was also praised by all*. The short, usually two-day, seminars in the home countries gave the participants the possibility to develop a group spirit before their departure for Sweden. It also gave them the possibility to discuss in advance their own development needs with the Swedish lecturers. Thus, they could focus on the right issues during their training abroad. This gave added value to the results.

*FOJO has also tried to develop a third stage of the training programme* after the participants have returned, both for coaching and follow-up, but this had proved to be difficult. Once the participants were back at work there was little time for such events. We do, however, still think that a third stage of this type could be of value for former participants as well as for FOJO which could obtain feed-back to make further improvements in its training programmes.

At present there is another innovative initiative in the pipe-line, *a follow-up through an Internet Homepage*. This is still not available for every participant, but it can be envisaged that the number of newspapers and TV/radio stations connected to Internet will increase rapidly in the partner countries. We believe that this may be one possible way of dealing with the follow-up of training and post-course contacts and advice.

Some other critical comments were also encountered, but they were few in comparison with the great amount of praise given to the training. One comment, given by many participants in the one-week courses, was that they were too short, compressed and professionally geared to give a real introduction to the society in which the Swedish mass media work. A few comments were given about the length of some lectures. Three hours in a row on one subject was considered to be too long. There were also a few examples of poor quality lecturers. On the other hand, one participant emphasised that even a bad lecturer could sometimes initiate a very valuable discussion and that the discussions following the lectures were actually the most important.

On the whole, it appears from our interviews that the mutual development which has taken place in the internal discussions between course participants has been of great significance. The positive environment of these courses, when journalists can sit down and discuss their profession and make new acquaintances, should not be underestimated. Our conclusion is that professional and highly motivated journalists have themselves contributed to the positive outcome of the different training programmes.

Some of the former participants stressed that it was the journalistic training that had been the most valuable parts of the programmes, not the "value-loaded messages" such as "gender equality" or "democracy". They claimed that conditions in their countries were so different that much of what was presented was far beyond what they could achieve in a lifetime. One such example quoted was the Swedish legal right of access to official documents. Another issue was gender equality.

Others pointed out that some of the papers visited had been too big for them in comparison with their own working environment. It had therefore been difficult to get the full picture of what actually happened there. They advocated that the maximum difference in size of visited newspapers not should be more than about 1:3 to avoid this weakness.

Another critical comment was that during the study visits to editorial offices there had been too many person in the groups. This had resulted in a less open, individual communication with the Swedish editors.

A third comment, or rather proposal, was that study visits should preferably be made during the first part of the day, whereas lectures and debates could be placed in the afternoons and evenings.

In some of the integrated thematic courses held in the Russian language we also heard that there had been some negative "personal chemistry" reactions. These problems had, however, been resolved in the following courses. During our interviews in the Baltic states we met few persons that were really interested in training in the Russian language, although it was never clearly spelt out. Generally, there was preference for one's own national language for the bilateral courses and for English in the international courses.

*The courses have been very well received by practically all participants. The methods of training used by FOJO have apparently been well developed over the years. Both the integrated, thematic courses and the bilateral courses have been carried out in a professional and democratic way. The mix between theory and more practical studies has been very effective.*

*We feel that the criticisms of the size of newspapers visited and the groups in the editorial offices should merit some new thinking on the part of FOJO. Smaller groups and more options for study visits would give the participants a more active role.*

*The negative comments on some of the themes should be taken seriously, but we question, whether Sida and FOJO should really refrain from offering them. It may rather be a matter of presentation and contents than of the choice of themes.*

### 3.5 Results

All journalists interviewed reported that, when back at work, they had carefully presented what they had learnt. In doing so they had initiated a discussion on the improvements that could be made within present financial and technical limits. Many of them also proudly showed us what changes they had initiated after they had come back from training. In this way the results of each training course have had an important impact on a much larger number of journalists than the actual participants. One coordinator claimed that the ratio could be as high as 1:3. Only in Russia did we hear examples of returning journalists who had problems in their aspirations to achieve change. Some of the journalists interviewed said that they would have liked some consultancy support to assist them in the implementation of change. This was actually done once in Russia, but with mixed results.

We have tried to make a comprehensive list of results as they were both reported and demonstrated to us. They were many and they are important:

- The graphic design and lay-out of most of the newspapers had been dramatically improved. The use of pictures had been improved. The placing of different kinds of news material in different pages had been radically changed and improved. News in brief was often presented on the front page in a more "reader-friendly" way.
- Due to the economic recession the situation of local newspapers in all countries is very difficult and many of them are fighting to survive. The FOJO course "How to survive on the local market" had given many of the participants a great amount of new knowledge and ideas on how to boost their sales and improve their economy. In some cases the downward spiral had been reversed, and there were some cases where the number of papers sold had increased significantly.
- Many local newspapers had initiated a dialogue with their readers that had not existed before. We saw one newspaper that had photos of journalists responsible for these pages and for other contacts with the public in order to give callers an idea of whom they were talking to. Another initiative in this respect was to invite teenage school children to present their schools on these pages. These and other examples were in our opinion important tools for a more participatory approach to local democracy.
- Journalists interviewed claimed that they had learnt much about professional journalistic work and work ethics; how to search information and how to check it by always using more than one source; how to conduct interviews; how to differentiate between news and opinions when writing about hot issues; how to present controversial news with an opportunity for the other party to give his/her side of the issue, etc. They were of the opinion that this will further improve the credibility of the mass media.
- The integrated, thematic courses had helped many participants to establish networks over country borders. In the long term they felt that this would give them better access to information and improve their journalism in general.

- Most journalists claimed that they had been taken more seriously by their colleagues and management after the courses. With the support of the FOJO training materials they had been able to inform their colleagues of what they had learnt. This claim was further strengthened by the fact that many of them had been promoted after their return.
- The courses in Environment and Journalism had led to the establishment of a network of environment journalists in St Petersburg. Together they had managed to bring their subject to the public attention and had initiated an important movement for an improved environment in and around the city. The political leaders are now well aware of public opinion on the environment in some towns and municipalities in and around St Petersburg. Environment is now on the political agenda.
- Some political leaders had been influenced. One economic journalist for example described her utter frustration at the poor situation of mass media in the country before she left for training in Sweden. She claimed that at that moment she was about to give up. After her training in Sweden she came back armed with new knowledge and strong, new arguments and took up a dialogue with leading politicians and the Central Bank on greater openness towards the mass media and the public in economic matters. She claimed that this had resulted in a number of measures which had been taken by the government. The earlier prevailing culture of non-information had changed. The Central Bank now publishes regular information bulletins and press conferences have become a regular feature of the government, although still at their choice.

*The FOJO courses have with no doubt had an important influence on mass media in all the partner countries. In many cases the journalists trained have quickly abandoned the old style of their newspapers and improved both their appearance and contents. They have widened the scope of information, made their newspapers more "reader-friendly" and initiated a dialogue with their readers. Their methods of work and consequently also the quality of their newspapers have been much improved.*

*Some of the results above give an indication that they have also had a positive effect on the development of at least local democracy.*

It can naturally be asked whether this would not have not happened anyway, given the new political situation, but the Swedish press has developed over a long period of time, perhaps thirty or forty years, to reach its present level of maturity and professionalism. The FOJO training programmes offer participants the possibility to learn about the Swedish example, to select what is best for them and to make the same progress in a much shorter time.

### **3.6 Institution building**

The results in respect of institution building are mixed. The coordinating institutions, although working under very different conditions, are still weak.

The national coordinators in Lithuania and Latvia still lack a platform for substantial participation in the training programmes. In Lithuania there is a Centre of Journalism, but its status and contacts with the coordinator were still not sufficiently

developed to let it take a bigger role in this training. In Latvia the coordinator had just sold her newspaper and it was not clear where she and the coordination work would end up.

In Russia, the private foundation, St Petersburg League of Journalists, has recently moved into new facilities for its activities. This gives it a stronger position but, on the other hand, the economic situation in Russia has now become so difficult that it will be impossible for the League and for the newspapers or journalists to pay any part of the costs for training as has been the case previously.

In Ukraine the situation is better since the coordination is located in a USAID-funded NGO which has a responsibility for the training of journalists. In Belarus, a new centre for the training of journalists will reportedly be developed.

On a more global level it is obvious that the FOJO programmes have contributed a great deal to improving the competence and capacity of the mass media in all countries. A core of journalists have acquired new knowledge and perspectives on their professions and they have managed to transfer this to many of their colleagues.

We have also noted some important changes at the personal level. The Lithuanian coordinator is now participating as a resource person in the FOJO training programme in Belarus. The Latvian coordinator is working as a training consultant for the mass media in her country. In Russia a former participant in the "Lay-out and Internet training course" is now running in-country training courses without foreign support.

From these more individual perspectives the results in respect of institution building are good. The question is, however, how long Sweden can be expected to continue to support this kind of individual training. In our opinion the long-term goal should be to contribute to the development of a national capacity to take over and carry on this kind of training with diminishing foreign inputs. From that perspective we find that with few exceptions the national capacity to take over the training is still weak.

Hitherto the influence of the FOJO programmes on the educational base, the education of journalists at the university level, is negligible in all four countries. During our field visits we heard many negative comments about the present state of education programmes for journalists. Universities were said to be still teaching old style journalism. Many of the teachers had their roots in the old political system. There was a great lack of modern training materials. Training methods were obsolete, etc. This is neither a criticism of Sida, nor the FOJO training programmes. When they were perceived, the objective was to train journalists, to convey other ways of thinking, and to expose the journalists to other ways and other forms of mass media management and communication. At that time there was no objective to work for long-term institutional development.

*After five years of successful implementation of the training programmes we nevertheless consider that Sida and FOJO have come to a stage when a more comprehensive discussion on the strategy and content of future Swedish support for the training of journalists could be valuable.*

### 3.7 Political involvement

Without exception the journalists interviewed claimed that their news media were not dealing with "politics" and that they were "neutral". This declaration says much about the dilemma in many of the partner countries. Politics is not always a respected field. Political parties in some of the countries sometimes resemble groups or clans around a charismatic leader. As such they have fewer ideals and policies for running a country to offer to their voters than would be expected in western democracies. A further problem is that public access to information is still limited in all countries, if to a varying degree. Journalists have difficulties in following up what is happening in the decision-making organs and consequently in commenting on them. The result may be an unfortunate silence on important issues.

Most newspapers consequently lack editorials in the western sense. There is a risk that focal issues for civil society, for example how politicians lead their communities and how limited resources shall best be used, are not dealt with. We fail to understand the underlying belief behind the "non-political" statement, that news is neutral.

In fact, there are a number of results that show that improved journalistic skills can have a direct influence on the political scene, for example the above-mentioned courses in Environment and Journalism which led to the establishment of a network of Russian environment journalists. Some journalists also claimed that one result of the strong Swedish support to local mass media was that their readers now had more information on what was going on in their communities. According to them this had indirectly also led to improved local democracy.

A further aspect is that journalists who conduct interviews and research in a more professional way while adhering to a set of ethical rules will improve public opinion in respect of the credibility of the mass media. Increased respect for mass media reporting will have a greater long-term influence on politics at all levels.

*A conclusion of the above analysis is that there will be a continuing demand for more courses such as Journalism and Democracy but that the "packaging" and presentation of the courses will of great importance. In both Russia and Ukraine it was mentioned for example that with the coming elections there is now an urgent need for more training of journalists in political reporting.*

Bearing in mind the narrow understanding of politics in many of the countries concerned, we believe that political reporting is an important component to develop. One approach to this could be to develop a curriculum that highlights the wider notion of politics from "street lights in the municipality to macro economy" in mass media reporting, what an editorial could contain, and how a political debate can be managed without endangering the reputation of the mass media in general and of the media itself.

### 3.8. Gender equality issues

An important objective of the FOJO training programmes is that there shall be equality between women and men in the selection of participants. Since the journalistic profession in the partner countries is dominated by women, this objective

has proven to be difficult to attain. Hitherto 60% of the almost 1,000 participants have been women and only 40% men.

In the higher positions in the mass media in the countries visited men predominate, but we were given evidence that many women had been promoted to higher posts after their training. In this way, the FOJO courses have to some extent contributed to promoting improvements in gender equality.

A number of courses offered by FOJO have dealt with gender equality issues. In our interviews we have met different reactions to them.

The coordinator in Latvia said that, in the beginning of the course, she thought it was just "another of those issues" that foreigners liked to impose on them, but that after a while she came to understand the importance of the subject from many perspectives and obtained ideas on what could be done to improve the situation in her country. As she is now working as a mass media consultant it could with time be interesting to follow-up her new work in the light of her new knowledge and understanding in these respects.

A number commented on the gender equality oriented courses with some scepticism. One male journalist was completely aware of the fact that in his country, as well as in all countries of the former Soviet Union, it was the women that had had to take the greater burden of the transformation of the society, both socially and economically. Yet he felt that this kind of training was too far away from "the real situation" and therefore missed the target. There were "more serious problems".

Our discussions made us understand that gender-equality related articles were not perceived as interesting from a reader's point of view. Neither did the interest among journalists in reporting with a gender equality perspective in mind appear to be strong.

We heard similar comments from female journalists as well. One female journalist for example complained about the total absence of men in her course, "Women and Journalism". In her opinion gender equality in the selection of participants would have been more interesting and better for the results. Nevertheless one advantage for her had been that the participants had formed a female network over the new frontiers.

Some journalists who had participated in both the gender and democracy courses pointed out that it was the professional content that had been really interesting and not "the messages" in the courses. We noted the criticism with some concern, but at the same time we still think that there is scope for more courses dealing with so called "difficult issues". It would far be too easy to state that time is still not ripe for such courses in order to avoid further conflicts or negative evaluations. We do, however, believe that both political content and gender equality issues are of great importance and that no serious training in modern journalism can avoid dealing with them.

With this in mind one important question to consider should be how gender equality could be better presented as an inevitable part of democracy and how course participants could better transform experience gained from Sweden to fit their social environment. Can the argument of the former participants that "there are more

serious problems” be better challenged? In the light of the reactions that we met, consideration should also be given to whether these issues could be better presented and discussed in a more integrated way in all the FOJO courses.

FOJO is well aware of this situation and has tried various models for gender training. For the longer courses various models and different resource persons have been tried and the latest course had reportedly been more successful than the previous ones.

*The ambition to have gender equality in the selection of participants is in our opinion reasonable although it has proven to be difficult to attain.*

*One of the very positive results of the FOJO training has been that a number of women journalists have been promoted to higher positions.*

*We, nevertheless, recommend that FOJO brings the gender equality issue up for discussion with the coordinators in order to find models and approaches for this subject and others.*

#### **4. FOJO MANAGEMENT OF THE TRAINING COURSES**

The FOJO training programmes for journalists in Central and Eastern Europe are examples of Sida support implemented in accordance with the former BITS model<sup>1</sup> that has functioned well and with little disturbance. FOJO started its international activities for Eastern Europe in 1993 on the initiative of the Director of the Institute and with a proposal to BITS. A full-time coordinator was employed and a network of teachers/instructors with an international interest and/or experience was established. The coordination unit has since then grown to two full-time employees and two persons who devote about 25% each of their working time to this. FOJO has further estimated that, in addition to the two and a half persons working with international courses, the Director also devotes about 50% of her time to various aspects of international work, most of which is related to the courses for Central and Eastern Europe.

The regular re-training of Swedish journalists is financed by the Swedish education budget, at about SEK 7.0 million per year. FOJO's total yearly turnover is about SEK 27.0 million of which SEK 1 million comes from in-house training in Sweden, SEK 12 million for Central and Eastern Europe, SEK 7 million for Vietnam and Palestine. The international projects are mostly financed by Sida. TACIS is a minor source of financing, about SEK 1.5 million for the training of journalists in Belarus.

The aid-financed projects and programmes constitute two thirds of its total business. The FOJO board and management keep the three financial areas apart and are very careful not to make them dependent on each other. The management of the national and international activities are also fully separated in order to make the work and the financing of them fully transparent.

FOJO is a small organisation with some 15 permanent employees but with an extensive network of resource persons and institutional contacts. The core activity of FOJO is the training of Swedish journalists. At the same time, the international training courses offered have been built upon existing Swedish ones.

<sup>1</sup> (Courses or sequences of courses are financed and implemented on the basis of project proposals made by FOJO as compared the more long-term Sida-programmes)



The training for Central and Eastern Europe is run in close cooperation with coordinators from each country. FOJO is also running similar training programmes on the West Bank and in Gaza for Palestinian journalists, and in Vietnam. For all these programmes FOJO sets the objectives for training in close cooperation with the recipients. This ensures that the training given is realistic and corresponds to a felt need.

Hitherto the FOJO training programmes have mainly focused on journalism, which is the professional profile of the Institute, but the demand for training in the management of mass media is increasing both in Sweden and internationally. This is also in line with the policy of the Institute: to be flexible and able to meet new demands from "the market".

Since FOJO is the centre for the re-training and upgrading of Swedish journalists, it has developed good contacts over the years both with individual resource persons and different kinds of national mass media. This has been of great importance for the arrangement of the practical stages of the different courses, as well as for the quality assurance of the training given.

#### **4.1 FOJO costs for the management and implementation of training programmes**

We have tried to assess the costs for the work done by FOJO for Sida-EAST. The daily fee for the FOJO coordinator is SEK 5,500. The fee for lecturers is approximately SEK 750 per hour, including preparations. The costs for FOJO course management and for the study visits to local newspapers are both SEK 25,000 per week.

The costs for lecturers and course management lie within Sida's normal limits and are even lower than those of other professional consultants. The costs for the study visits at local Swedish newspapers are quite reasonable and an indication that the management of these papers see this as an important ideological contribution to our neighbours in the east. In relation to the results reported above, the FOJO training programmes are also, in our opinion, very cost-effective.

*Our assessment of FOJO's costs in relation to reported results is that the training programmes are both cost-efficient and cost-effective. FOJO's costs for its own management are reasonable compared to those normally charged by commercial consultants.*

#### **4.2 Management and administration capacity of FOJO**

FOJO management and administration capacity is now, with ongoing and planned programmes, under increasing strain. FOJO's own estimate is that the time needed for the arrangement and management each course varies between one and four weeks. This includes discussions with cooperation partners and follow-up in the different countries. In addition to this the present FOJO coordinator also participates as a lecturer and resource person in many courses.

With 15 to 20 courses a year and an average of 2.5 weeks per course it would appear that FOJO has already reached a limit and there is little room for further expansion. The other Sida-financed programmes of cooperation, with Palestine and Vietnam, have added to the workload.

At the same time, the demand for training is increasing. Former participants, interviewed by us, have pointed out a need for more subject-oriented training. In Russia the training of local/regional mass media journalists has merely been embarked upon. New partner countries, such as Moldova, are now being brought into the training programmes. Other countries such as the new republics in Caucasus and Central Asia are also being discussed.

Since FOJO has hitherto been both flexible and competent in carrying out its assignment, there has been a tendency to give new and sometimes odd assignments to the Institute. We heard for example of one task of organising a journey for journalists who were going to write articles about Sweden. Such assignments should preferably be given to the Swedish Institute. These and other ad-hoc jobs are often urgent. They take capacity from the organisation and tend to force out what should normally be the core work of the Institute. The result is that quantity aspects are now threatening the quality of the training programmes.

Interviews with Sida programme officers indicate that the financial administration could be improved. One case was mentioned where FOJO had invoiced Sida for the wrong course and there had been other confusion. Reports on courses have also been generally weak according to many programme officers.

These complaints could naturally be due to deficiencies in the administrative and reporting systems or low levels of skills and/or motivation on the part of the persons responsible at FOJO. However, we believe that the two persons working with these extensive programmes have given priority to the training and the contacts with coordination partners and put much of the more "bureaucratic" work on one side.

*We have studied almost all post-course reports at Sida and agree that to some extent they are weak in comparison with the project proposals and could be improved. We nevertheless believe that Sida has obtained a fairly complete picture of the different programmes. In our opinion this is demonstrated by the fact that cooperation between FOJO and Sida has functioned so well for many years.*

FOJO is well aware of the prevailing criticism and agrees that both administrative and evaluation procedures could be improved. At the same time FOJO management considers that some of this bureaucratic work, stipulated by Sida, is confusing. FOJO is now working together with four different departments/units and ten different programme officers at Sida. Demands vary a great deal from department to department and also between the individual programme officers.

*We believe that the present situation in respect of the rapidly increasing workload and the somewhat confusing bureaucracy is due to some extent to the fact that hitherto Sida's co-operation with FOJO has been administered by different departments and a large number of programme officers who have had little internal contact with each other. Thus, the full scope of the increasing burden on FOJO has not been clearly seen by the employing organisation.*

## 5. THE ROLE OF Sida

Both FOJO management and the programme officers interviewed claim that cooperation between FOJO and Sida normally functions very smoothly. FOJO management made comparisons between Sida on one hand and the EU TACIS programme and Danida on the other, and these comparisons were very positive for Sida.

According to the management of FOJO, Sida is also normally a very pragmatic and flexible organisation. We believe that this praise and obvious mutual respect between FOJO and Sida is based to a large extent on a shared vision of what shall be achieved, an understanding of the methods chosen coupled with a great respect at Sida for the professionalism of FOJO.

In spite of this, when looking at the actual preconditions for cooperation between the two partners we see a number of existing and potential options and problems that need to be addressed:

1. FOJO has, for a long period of time, acquired much experience of the training of journalists and could take a more active role in assisting Sida in the development and formulation of a policy for mass media support. This has recently been done at Sida-EAST, but without any contacts with FOJO. There may be a risk that each department at Sida makes its own policy and programmes and that, at the FOJO end, they are not consistent with each other.
2. The different departments at Sida (Sida-East, INEC and two divisions in DESO) have similar demands on FOJO but little knowledge of each other's work in respect of implementation of projects, demands on and access to Swedish resources, contract conditions, financial and administrative routines, follow-up and evaluation. The result is that FOJO has to meet a number of different demands that complicate its administration and steal capacity from its core work. Another risk is that, with the limited Swedish resource base, there might be internal competition for the best expertise.
3. The longer thematic courses, financed through INEC, have according to FOJO a completely different accounting system that does not differentiate between fees for lecturers and reimbursable costs. This makes them difficult to account for. The reporting requirements are also different. For these courses INEC also has a somewhat elaborate system for providing services to course participants that FOJO considers to be unnecessarily regulated and difficult to handle.
4. The individual behaviour of the different programme officers varies. FOJO's experience of how Sida's programme officers checked invoices and followed up post-course reports, was mixed, ranging from detailed checks to a more lax attitude in these respects.

*The above comments should lead to an internal Sida discussion on whether one contact person could be nominated for Sida's cooperation with FOJO. This would be a good step towards closer cooperation, where the professional competence of FOJO can be utilised in a more strategic way than merely as the executor of training projects.*

## **6. CONCLUSIONS AND RECOMMENDATIONS**

Swedish support through FOJO for the training of journalists from Central and Eastern Europe has been *very relevant especially in respect of the objective of "deepening the culture of democracy"*. It has also been relevant in respect of contributing directly or indirectly to "socially sustainable economic and environmental development". Through the support to local mass media their quality has improved, the dialogue with the public has been strengthened and issues such as the environment have become more important. The political, gender and social content of mass media reporting could, nevertheless, still be enhanced.

*The objectives of the training programmes* have to a large extent been attained. All courses have been carried out in accordance with the objectives set in the planning documents. The various courses have corresponded to many different, direct needs for the development of mass media in the participating countries. They have opened the eyes of the participants to other approaches, techniques and professional behaviour and they have had a decisive influence on the mass media, especially in the smaller Baltic countries.

*The selection of participants* has functioned well. Participants have been selected from strategic groups, among journalists who should be able to influence and deepen the culture of journalism. The changes in the working methods, content, lay-out and style of the mass media confirm that the participants have been able to a large extent to transform their training into practice. With few exceptions they have been able to pass on their new knowledge to their colleagues which has multiplied the effects of the training.

*The overall impact of the training on the national mass media* is difficult to assess in this short perspective. The political situation in each country provides a framework within which the journalists normally can work, If this framework becomes more rigid and narrow, trained journalists will have little possibility to develop their media. We believe that the long-term effects of this kind of training over many years and for a great number of journalists will have a great long-term impact on the mass media situation and consequently on the transparency of the participating countries.

*The training projects have been carried out in both a cost-efficient and cost-effective way.* The mix of practical theory and study visits in Sweden, coupled with a supply of good training materials, has been a very efficient model for providing a comprehensive idea of the functions of modern mass media. The Swedish support model is rather unique in this respect.

*The demand for this kind of training* is still considerable, both from the participating countries and from Sida in respect of new countries.

*Hitherto FOJO has shown great competence in its work with the training programmes by using a wide network of Swedish and other professionals. Today, in view of the growing demands, there is a risk that FOJO capacity will be insufficient.*

*The FOJO administration is small and has therefore previously been managed in a somewhat informal way. As the international work is increasing it is of growing importance to ensure that administration and reporting routines are well developed and function smoothly.*

*Sida could improve its contacts with FOJO by nominating one contact person or a group to deal with all aspects of training of journalists.*

All in all the above conclusions indicate that this is a programme well worth continuing and developing. The FOJO training has opened a window to another environment for the mass media and the participating journalists have been "hungry" to learn and eager to use their new knowledge in their work. The high educational standards of the participating journalists and their motivation to acquire new professional skills have greatly contributed to the good results. It should, however, be kept in mind that this first stage of "gap-filling" is now finished, at least in the Baltic states and in Poland, and probably also in respect of the more important mass media in Russia. The next stage will demand specific, in-depth training in specific areas.

At the same time, there are still many journalists, especially from local and regional news media in all countries, that could benefit from the basic training programmes. The demand for all kinds of training for journalists remains high.

## **6.1 Recommendations**

Based on the above evaluation we recommend that Sida continues its programme of cooperation with FOJO and ensures that it is continuously developed in order to correspond to the changing needs of the target groups in a longer perspective:

1. The areas of training offered by FOJO to date are relevant and should be maintained. Courses dealing with gender and social issues should be further discussed with coordinators and Swedish course leaders and may be further developed.
2. In the Baltic States the training could be given a more specialised focus to respond to a second step of professional development. In Russia the programmes should be expanded to include a wider range of regional journalists. The programmes in Ukraine and Belarus should be implemented as planned.
3. New in-depth courses covering subject areas such as "Journalism and Economy", "Social Welfare and Economic Development", "Domestic Politics And Coverage Of Elections" and "International Relations" should be developed to meet new and urgent demands. FOJO will need to have resources to carry out such development work. These courses could be longer and open for participants from all countries as well as tailor-made courses for one country.

4. More emphasis should be given to the training of trainers. In this respect it is important to continue the development of more training materials that can be used by the national trainers. One aspect of this would be that, without expanding into the regular education of journalists in the different countries, the Swedish training programmes may have a spill-over effect on them.
5. More thought should be given to how coordination in the participating countries could be "institutionalised". Cooperation with universities could be one initiative.
6. The focus on bilateral training programmes for local and regional journalists should be maintained (and expanded in Russia), but the time for training in Sweden could be somewhat extended to allow participants to see more of the Swedish society and institutions as a background to their journalistic studies. The size of the newspapers to be visited and the organisation of study visits could be given further consideration.
7. The use of an Internet Homepage for follow-up and networking among former course participants is very promising and should be further developed.
8. Since the economic situation deteriorated so dramatically in the participating countries last year, Sida will have to consider paying more of the local costs in some countries.
9. In the light of the economic decline, it can be expected that many people will not have money to buy newspapers. Therefore, consideration should be given to whether more emphasis should be placed on the training of TV and radio journalists.
10. With its long and well-documented experience of this kind of training, FOJO could play a more active role in the development of policies, strategies and plans for Swedish support to mass media. With a more comprehensive approach it will be easier for both Sida and FOJO to plan and assess future demands and workloads. Only then can an agreement on necessary management and administrative resources for the planned programmes be made with reasonable certainty.
11. Sida should consider nominating a group or a contact person for the development and coordination of the FOJO programmes.
12. FOJO might also need to expand its Swedish and international resource base both to maintain present high standards and to possibly further expand the training programmes. For this additional financial resources may be necessary.
13. FOJO needs to assess its internal management and administration capacity and take action to overcome present weaknesses in this respects.

**ANNEX 1.**

**Terms of Reference**

Diarienummer:

**TERMS OF REFERENCE FOR THE EVALUATION OF FOJO'S  
PROJECTS IN EASTERN AND CENTRAL EUROPE**

**1 BACKGROUND**

The Institute for Further Education of Journalists (FOJO) has implemented several Sida financed projects in Eastern and Central Europe. The overall objective has been to support the free media in the young democracies.

Over the years Sida (and earlier Bits) has channelled more than SEK 20 millions through FOJO. Bilateral projects have dominated but FOJO has also arranged so called "International training programmes", where participants come from all over Eastern and Central Europe.

During 1998 Sida's Department for Eastern and Central Europe is financing FOJO activities in Russia, Ukraine, Belarus, Lithuania, Latvia and former Yugoslavia. The co-operation with Estonia and Poland has been phased out.

**2 PURPOSE AND SCOPE OF THE EVALUATION**

The purpose of the evaluation is to find out how the Sida-financed projects have been formulated, carried out, reported and received by the counterparts. The evaluation shall focus on the performance of FOJO as well as on the results of the projects.

The evaluation shall analyse finalised and ongoing projects but also give recommendations for future co-operation in this field.

### **3 THE ASSIGNMENT (ISSUES TO BE COVERED IN THE EVALUATION)**

The evaluation shall discuss

- the relevance of the co-operation projects, taking Sida's goals and the different needs in the countries into consideration
- whether and to what extent the objectives of the projects have been achieved. What are the reasons for high or low achievement of the objectives? Have the objectives been reasonable? Which are the main problems in the co-operation?
- the effect of the training on the participating journalists. To what extent have the participants been able to transform the training into practice? Is the selection of participants made in an appropriate way?
- if the co-operation has had any tangible positive result on the situation for the journalists and of media as a whole in the different countries. Has the co-operation had any positive or negative bi-effects?
- if the projects have been executed in a cost-effective way. Could the same results have been achieved with less resources?
- if and in what way the co-operation has been related to gender equality (concerning both the journalism and the working conditions)
- if and how the co-operation has contributed to the development of more transparent and democratic societies
- the follow-up of the projects, i.e. reports and evaluations
- Sida's handling of the projects and the relations with FOJO and its counterparts

The consultants shall, based on the findings of the evaluation, give recommendations on how the Swedish support, aimed at strengthening independent media in young democracies, through FOJO or other organisations, ought to be continued.

### **4 METHODOLOGY, EVALUATION TEAM AND TIME SCHEDULE**

The consultant shall gather information from FOJO, FOJOs counterparts and Sida through written documentation (project proposals, Sida decisions, contracts, reports, FOJOs own evaluations etc.), interviews with FOJO staff, FOJO project leaders, counterpart organisations, participating journalists, chief editors of the participating journalists etc.



Questionnaires to journalists, that have participated in the seminars, is another possible source of information.

The consultant shall focus on the activities in Russia, Ukraine, Belarus, Latvia and Lithuania, where the projects shall be examined in the countries concerned. Projects in Poland and former Yugoslavia should also be looked into, but without undertaking field studies.

It is estimated that the assignment will take eight man weeks, out of which four man weeks for field studies.

## **5 REPORTING**

The evaluation report shall be written in English and should not exceed 10 pages, excluding annexes. 2 copies of the draft report shall be submitted to Sida no later than October 23, 1998. Within 4 weeks after receiving Sida's comments on the draft report, a final version in 2 copies and on diskette shall be submitted to Sida. Subject to decision by Sida, the report will be published and distributed as a publication within the Sida Evaluations series. The evaluation report shall be written in Word 6.0 for Windows (or in a compatible format) and should be presented in a way that enables publication without further editing.



## ANNEX 2.

### LIST OF PERSONS INTERVIEWED

#### **LITHUANIA**

Arturas Mankevicius	Co-ordinator, Verslo Zinios (Business News), Editor of supplements
Romas Burba	Alytaus Naujienos, Chief Editor
Vladas Vertelis	Siauliu Krastas, Chief Editor
Vitalija Morkuniene	Siauliu Krastas, Editor of department
Arunas Limantas	Siauliu Krastas, Editor
Algimantas Brikas	Siauliu Krastas, Editor.

*and during another assignment for Mr Wallberg*

*Anatanas Stanevicius                      Klaipeda County and City Daily*

#### **LATVIA**

Anita Kehre	Co-ordinator, former Chief Editor and training consultant
Arija Ramina	Jurmala newspaper, Deputy Chief Editor
Loreta Robezniece	TV journalist, Sundos TV
Andra Valkira	Saldus Zense newspaper, Deputy Chief Editor
Daiga Bitinièce	Kurzenniemy newspaper, Chief Editor
Moderra Vietājās	
Edgars Liepius	Kurzenniemy newspaper, journalist
Anita Rozentāle	Bauskas Dzive, Deputy Chief Editor
Inese Eglite	Interpreter at FOJO training courses

#### **RUSSIA**

Elena Zelinskaya	Co-ordinator and Chief Editor, Zeverad Zapad News Agency
Svetlana Dolgushina	Director of St Petersburg League of Journalists
Nina Kurtova	Editor-In-Chief, newspaper Tosnensky Vesnik
Olga Baltchokova	Deputy Editor-In-Chief, regional newspaper in Kirovsk region
Yuri Radhenko	Editor-in-Chief, Terra-Press
Galina Fomitchova	Leningrad oblast, responsible for training of journalists
Boris Pustintsev	President of NGO Citizens' Watch
Dmitri Byurganovsky	Lecturer computer training for designers
Natalya Chaplina	Chas Pik Newspaper, Editor-in-Chief
Ekaterina Maiboroda	Severo Zapad News Agency, correspondent
Andrei Tsyganov	Correspondent, Vecherny Petersburg, newspaper
Ivan Krasnov	Deputy Editor, EcoChronicle
Elena Mukovozova	Correspondent, Ekonomika i Zhizn
Irina Gromova	Deputy Editor-in Chief, newspaper Kirishky Fakel
Olga Bolshakova	Deputy-Editor-in-Chief, newspaper Ladoga
Ekaterina Fomitchova	Deputy-Editor-in-Chief, newspaper Vercherny Peterburg

## **UKRAINE**

Gennady Pochtar,	Co-ordinator and Director of IREX ProMedia
Taras Koumov	Director of Internews-Ukraine
Volodymir Katsman	Stolichnye Novosti newspaper, Chief Editor
Irena Dubskaya	Fakty i Kommentary newspaper, journalist
Larisa Troyan	Ukrainian Television, Editor and Deputy Editor of Ukraine and World Today newspaper
Maria Starozhitskaya	Vikna TV Company, reporter
Olena Barbarova	Freelance Business Reporter
Natalia Zinets	Reuters, Business Reporter
Svetlana Krivoruchko	Inter-TV Company, Reporter

## **Swedish Embassy in Kiev**

Göran Jakobsson	Ambassador
Ulf Sör	Counsellor
Tatiana Nekrasova	Information Assistant

## **SIDA**

Pontus Förberg  
Maria Lagus  
Kerstin Nyman  
Marianne Hultberg

## **FOJO**

Annelie Ewers  
Lars Holm

**ANNEX 3.****FOJOs kurser i Öst- och Centraleuropa****A. BALTIKUM OCH REGIONALT****Miljöjournalistik för journalister från Baltikum (1995)**

15 deltagare

Samarbetsparter: Ingen (genomfördes som regional kurs med öppen rekrytering)

Kostnad: 662 000

**Utbildning av tidnings- och radiojournalister i Baltikum (1995)**

30 deltagare (15 i ett radioprojekt i Tallinn, 15 tidningsjournalister i Riga)

Samarbetsparter: Radio Tallinn och The Latvian Media Professionals Training Centre

Kostnad: 839 000

**Utbildning av ryska, baltiska och polska radio- och TV-journalister (1996)**

32 deltagare

Samarbetsparter: Ryska, baltiska och polska radio- och TV-stationer

Kostnad: 724 000

**Utbildning av ryska, baltiska och polska radio- och TV-journalister (1997)**

32 deltagare

Samarbetsparter: Ryska, baltiska och polska radio- och TV-stationer

Kostnad: 790 000

**The Baltic States and EU: Estonias negotiations for membership, Latvias and Lithuanias pre-accession strategy (1998)**

45 deltagare

Samarbetsparter: Estonian Media Centre, The Latvian Media Professionals Training Centre, Lithuanian Journalism Centre

Kostnad: 260 000

## **B. BALKAN REGIONALT**

### **Seminarium för journalister från det forna Jugoslavien**

20 deltagare

Samarbetspart: Ingen (genomfördes som internationell kurs)

Kostnad: 1 089 000

### **Uppföljningsseminarium för journalister från det forna Jugoslavien**

20 deltagare

Samarbetspart: (se ovan)

Kostnad: 256 500

## **C. BILATERALA KURSER**

### **Litauen**

#### **Litauen: Fortbildning av litauiska journalister (1996)**

60 deltagare

Samarbetspart: The Lithuanian Journalism Centre

Kostnad: 1 500 000

#### **Litauen: Fortbildning av lokal- och regionaljournalister II (1997)**

60 deltagare

Samarbetspart: The Lithuanian Journalism Centre

Kostnad: 1 180 000

### **Lettland**

#### **Lettland: Kompetensutveckling av landsortsjournalister (1997)**

60 deltagare

Samarbetspart: The Latvian Media Professionals Training Centre

Kostnad: 1 075 000

### **Vitryssland**

#### **Vitryssland: Fortbildning av journalister (1996/97)**

Två seminarier för ett 30-tal journalister samt en förstudie och studiebesök för vitryska journalister i Sverige

Samarbetspart: Ingen

Kostnad: 341 000

## **Polen**

### **Polen: Miljöutbildning för journalister (1996)**

15 deltagare

Samarbetsparter: The Mercury Foundation of Journalists, The Polish Journalists Association

Kostnad: 616 000

## **Ryssland**

### **Ryssland: Fortbildning av ryska radiojournalister (1995)**

15 deltagare

Samarbetspart: Radio Swedens ryska redaktioner

Kostnad: 663 000

### **Ryssland: Fortbildning av journalister i St Petersburg (1994/95)**

15 deltagare (Investigative Reporting)

Samarbetspart: The Editors Club/ The St Petersburg League of Journalists

Kostnad: 585 000

### **Ryssland: Fortbildning av journalister i St Petersburg (1995/96)**

15 deltagare (Environmental Journalism) plus huskurser på tre redaktioner plus en rådgivningsinsats

Samarbetspart: The Editors Club, St Petersburg

Kostnad: 1 271 000

### **Ryssland: Utbildning av journalister, St Petersburg (1995/96)**

55 deltagare (Environmental Journalism, Layout and Internet, Economic Reporting, Newsroom management)

Samarbetspart: The St Petersburg League of Journalists

Kostnad: 2 497 000

### **Vidareutbildning för journalister från nordvästra Ryssland (1996/97)**

64 deltagare (Personnel management for media managers, Advertising and media marketing, Editorial management, Investigative journalism for crime reporters, Environmental journalism)

Kostnad: 1 846 000

### **Ryssland: Utbildningscentrum för journalister i St Petersburg (1997/98)**

45 deltagare (Layout and Internet, Training of Trainers) plus teknisk rådgivning och utrustning till journalistcentret

Samarbetspart: The St Petersburg League of Journalists

Kostnad: 1 361 900

### **Ryssland: Journalistutbildningar Fojo 1998**

71 deltagare (Advertising and marketing, Media management, Economic Reporting, Media in the market economy, Social reporting)

Samarbetspart: The St Petersburg League of Journalists

Kostnad: 1 834 000

**Kvinnor och journalistik i Moskva (1995)**

20 deltagare

Samarbetspart: The Association of Women Journalists

Kostnad: 452 000

**Ryssland: Seminarier för ryska kvinnliga journalister (1996/97)**

40 deltagare

Samarbetspart: The Association of Women Journalists

Kostnad: 1 216 000

**Ryssland: Journalistetik (1998)**

40-tal deltagare

Samarbetspart: Citizens Watch, St Petersburg

Kostnad: 68 000

**Ryssland: Handbok i journalistik på ryska (1998)**

Kostnad: 333 000

**Ukraina****Ukraina: Förstudie samt seminarium (1996)**

16 deltagare

Samarbetspart: Ingen

Kostnad: 202 500

**Ukraine: In-Service Training of Journalists (1997/98)**

32 deltagare (Journalistakademi)

Samarbetsparter: InterNews/IREX Promedia

Kostnad 965 000

**Ukraina: Fortbildning av ukrainska landsortsjournalister (1998)**

32 deltagare

Samarbetsparter: InterNews/IREX Promedia

Kostnad: 840 00



## **D. REGIONALA KURSER - INEC**

### **Journalism and Democracy (1993)**

21 deltagare  
Internationell kurs  
Kostnad: 972 000

### **Journalism and Democracy (1994)**

21 deltagare  
Internationell kurs  
Kostnad: 833 000

### **Journalism and Democracy (1995)**

21 deltagare  
Internationell kurs  
Kostnad: 831 600

### **Journalism and Democracy (1995)**

21 deltagare  
Internationell kurs  
Kostnad: 886 000

### **Journalism and Democracy (1996)**

21 deltagare  
Internationell kurs  
Kostnad: 884 000

### **Women in Journalism (1996)**

21 deltagare  
Internationell kurs  
Kostnad: 850 00

### **Journalism and Democracy (1997)**

21 deltagare  
Internationell kurs  
Kostnad: 953 000

### **Journalism and Democracy (1998)**

21 deltagare  
Internationell kurs  
Kostnad: 955 000

### **Journalism and Democracy Central Asia (1998/99)**

20 deltagare  
Internationell kurs  
Kostnad: 1 086 000

**Newspaper Management Seminar for Russian and East European Media Managers  
(1998)**

15 deltagare

Internationell kurs

Kostnad: 690 000





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