

INSTITUTE *for* MEDIA, POLICY *and* CIVIL SOCIETY

# AN OPERATIONAL FRAMEWORK FOR MEDIA AND PEACEBUILDING

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Ross Howard

*for* IMPACS – INSTITUTE FOR MEDIA, POLICY AND CIVIL SOCIETY, VANCOUVER, B.C.



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We would like to acknowledge the work of Ross Howard in pulling together the ideas contained in dozens of documents and the insights of several key leaders in the field into one document. We see this framework as a work-in-progress and would welcome any suggestions or guidance for improving it.

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— Shauna Sylvester  
Executive Director, IMPACS

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— Ross Howard, Coordinator  
IMPACS Media and Peacebuilding  
Project

## INTRODUCTION

**T**he media is a double-edged sword. It can be a frightful weapon of violence when it propagates messages of intolerance or disinformation that manipulate public sentiment. Radio Mille Collines in Rwanda is one of the most appalling contemporary examples. Using a blend of popular entertainment and proselytizing by announcers, the government-supported broadcasts demonized one group of people and built resentment and fear among the other group. The messages implanted and legitimized the belief that genocide was an appropriate self-defence initiative, and hundreds of thousands of people were slaughtered in that country.

But there is another aspect to the media. It can be an instrument of conflict resolution, when the information it presents is reliable, respects human rights, and represents diverse views. It's the kind of media that upholds accountability and exposes malfeasance. It's the kind of media that enables a society to make well-informed choices, which is the precursor of democratic governance. It is a media that reduces conflict and fosters human security.

This document identifies opportunities to strengthen the media as an element of conflict reduction and peacebuilding. It is intended for donors,

agencies and nongovernmental organizations, media practitioners, governments and others, and conflict managers or peacekeepers. The fact is that media has become so pervasive and influential that anyone currently working in the field of conflict reduction must consider both edges of the sword. A project that launches without examining the media environment, such as an indigenous media that is fomenting hatred, is more liable to fail. Similarly, any effort to resolve or prevent deadly conflict that ignores the media as an opportunity in itself is incomplete. This document offers a guide or framework for understanding how media-related interventions can be used in a

variety of conflict conditions. The framework can support planning, implementing or evaluating media initiatives to avoid risk and misapplication of resources.

The framework provides some common indicators or consequences for the media in environments of pre-, overt and post-conflict. It presents a typology of interventions potentially appropriate to the media conditions that exist in those stages of conflict, or in others. It provides indicators for assessing those interventions. And the framework draws operational lessons from media-related programming and includes a matrix of exceptional examples of media peacebuilding initiatives. A resources list is included.

# THE CONTEXT

## A PROVISIO

The material presented here can aid thinking about, and understanding of, media-related opportunities for peacebuilding. However, even the most rigorous framework is not a template for media initiatives. Every case of media intervention is different. No media practice, nor any intervention strategy, is limited to a particular stage of conflict. The uniqueness of every situation and the need for flexibility and innovation that respects local interests and skills cannot be over-emphasized. Without committed local interests, peacebuilding interventions are likely to fail.

And it must be recognized that the media's influence alone is insufficient to produce the changes necessary for a society's reconciliation, stability and security. Media initiatives must work closely with other actors and

initiatives, must be timed appropriately, and must demonstrate patience and longevity. But equally, other initiatives such as emergency relief, democratic development, health and education can recognize that media initiatives focused on conflict reduction inevitably benefit them too. The potential for synergy is high.

This framework is based upon a review of published sources, discussions with practitioners in media and in peacebuilding, and interviews with, and contributions from, those working directly in the field. It should be viewed as a work in progress – a learning tool that can be adapted as experiences and new ideas are brought forward.

## BACKGROUND

The significance of the media is obvious: it is often among the first elements of a society to be disrupted in an overt conflict. Even beforehand, parties seek control of the media in order to influence news and opinions in their own interests. The resultant harm has been repeatedly documented. The mass media played a central role in pre-war Nazi molding of German popular opinion against Jewish people. More recently in the former Yugoslavia, Serbian media revived newsreels of decades-old conflict and atrocities as part of a campaign of propaganda and hate mongering disguised as news, to motivate popular sentiment against Albanians and others.

Less well documented is the reverse of media harm. A reliable, diverse and independent news media has an almost innate potential for contributing to conflict



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resolution. It functions as a channel of communication that counteracts misperceptions. It frames and analyzes the conflict, identifies the interests, defuses mistrust, provides safe emotional outlets, and more. As Robert Karl Manoff of New York University's Center for War, Peace and the News Media points out, these are precisely some of the elements that are involved in a conflict-resolution process.

Some agencies and nongovernmental organizations interested in peacebuilding have devoted efforts to encouraging a reliable, diverse and free news media where possible in conflict-stressed environments. The most prevalent interventions have focused on basic training for journalists, the provision of technology and establishing basic legal protections for journalists.

Recently, new initiatives have focused on the media as a means to communicate information specifically intended to foster public sentiment favouring peaceful resolution of conflict. The focus is on the effect of the media in its widest possibilities rather than the mere presence of professional news media outlets. The media thus becomes a facilitator of positive social change rather than a professional, disinterested observer/reporter. Under no circumstances, however, is the promotion of biased information or viewpoints masquerading as journalism a valid approach.

The examples of media and peacebuilding are growing but there is little documentation and analysis. And the field is highly dynamic. The potential for synergy between the communication skills of journalism and the proactive people-centred approach of conflict resolution is particularly exciting. The final dimensions of media and peacebuilding will not be mapped soon. This framework aims to strengthen peacebuilders' capacity to more quickly grasp the existing possibilities, and to encourage exploration of entirely new ones.

## WHAT IS THE MEDIA?

Media here refers to the several mediums or channels used in an organized fashion to communicate to groups of people. Newspapers, radio and television are well-known examples. The Internet and World Wide Web are more recent additions. However, for the purposes of peacebuilding, media encompasses more than just the news and information business so typical of those channels. Entertainment programs from music to soap operas are part of the media. So are other channels including street theatre, posters, traditional story-telling, and even comic books, to name only some.

The news media, or journalism, remains in the forefront of peacebuilding initiatives because at its best, it is the safeguard of democratic governance. At its best means accurate and balanced reporting which fairly represents a diversity of views sufficient for the public to make well-informed choices. A reliable and diverse media that can express itself freely provides early warning of potential outbreaks of conflict. It serves as a watchdog over leaders and officials and holds them accountable. It monitors human rights. Its presence is essential to the functioning of other civil society actors. In less optimal environments, the media can still foster stability by providing essential information about humanitarian initiatives.

This framework explores in detail many of the specific indicators by which media freedom, diversity and reliability can be measured, and offers strategies for responding. However, the key conditions essential for a functioning free media can be boiled down to these: a state's commitment to Article 19 (the right to freedom of expression) of the Universal Declaration of Human Rights; a constitutional and legal infrastructure to protect free expression and privacy rights; and, independent regulators of media rights and public responsibilities.

### WHAT IS PEACEBUILDING?

Peacebuilding means intensifying efforts to establish lasting peace and to resolve conflicts peacefully in societies marked by conflict. As the Canadian Department of Foreign Affairs and the Canadian Peacebuilding Coordinating Committee have noted, in their insightful descriptions of peacebuilding, the focus is on the political and socio-economic context of the conflict rather than the military or humanitarian aspects. The overarching goal of peacebuilding is to enhance the indigenous capacity of a society to manage conflict without violence, as a means to achieve human security. Always, however, external support for peacebuilding is an adjunct to local peacebuilding efforts and not a substitute for them.

### COST CONSIDERATIONS

Media-oriented peacebuilding interventions are cost-effective, compared to the cost of conflict. Current technology can put an entire digital broadcasting studio in a suitcase. One laser-guided bomb can cost equal the amount of an entire year of sophisticated programming to encourage conflict resolution in a war-torn society. However, media interventions require intensive advance

research, sensitization to local conditions and partners, and patience, which entails time and expense. And experience has shown that media projects must strive for longevity leading to sustainability to have lasting effect. Among the channels of communication, radio has the widest reach. Television can be expensive but has a powerful effect upon those who can receive it. The cost of other channels, such as newspapers or street theatre or posters, varies widely. Their impact may be a reflection of their innovative nature rather than their cost.

### A CAUTION

The absence of a struggling media in a country does not always mean there is an immediate opportunity for a media-related initiative. Great caution and realism must be applied to fully determine the controlling authorities' tolerance for an intervention dedicated to non-violent conflict resolution. Any state that suppresses a free media puts its commitment to justice, human rights and the rule of law very much in doubt. Prolonged diplomacy, confidence building and trade-offs may be necessary to gain and maintain approval for any media-related peacebuilding initiative in such an environment.

## ANALYZING THE CONFLICT ENVIRONMENT

**E**very conflict and peacebuilding situation is different and thus requires a specific examination, especially today when most conflicts are internal, not international. Most conflict has complicated roots and there is rarely a single determinant. Ethnicity, religion, economic or resource scarcity, for example, may be at play. A decision to consider media-related initiatives needs to be informed by a prior country and regional conflict analysis. The analysis of conflict will inevitably produce indications of impacts upon media. For example, a pre-conflict climate of intolerance, human rights abuses and biased state authority may be reflected in severe stereotyping, including gender typing in reporting, and in a self-censoring media.

However, the media is more than a passive indicator of conflict conditions, and the analytical process should also seek opportunities for contributing to the media's potential for positive influence in any conflict resolution process.

**Table 1** offers a number of indicators that reflect some consequences of internal conflict upon the local or indigenous media in pre-, overt and post-conflict environments. The



table reflects general experience, keeping in mind that all conflicts have unique characteristics. Some conflicts do not fit any one stage neatly. For example, long-term, low-intensity conflicts involving multiple actors can exhibit elements of all three stages of conflict. Some warning signs overlap these stages, as do the impacts on media. Other conflicts, although internal by nature, have international implications. These situations invite outside actors into the political arena followed by interested involvement by international media.

**TABLE 1. Stages of conflict and media impacts**

Warning Signs	Examples of Impacts on Media
<b>Pre-conflict</b>	
Rising political tension, intensified central authority.	Increased media monopoly, censorship of journalism, suppression of external media sources.
Economic instability.	Decline in economic and editorial independence due to advertising drop, cost increases. Poor remuneration of journalists causing widespread bribery. Decline of professional standards.
Increasing economic or political disparity between identity groups.	Polarization of media, identified with identity interests; reporting reflects exclusivity rather than inclusiveness. Stereotyping of others. Decline of diverse commentary. Harassment of non-conforming journalists.
Gender stereotyping intensifies.	Women displaced from media prominence and coverage and media staff positions.
Weakening state and local authority. Increasing government corruption.	Reduced access to information. Prejudiced regulation of media. Bribery of journalists. Rise in crime reporting. Decline in investigative journalism. Equipment theft, damage, seizure.
Decline in civil society, rights infringements.	Absence of rights abuse reporting.
Appearance of pro-peace/conflict prevention activists.	Alternative, underground media take form.
Failing peace dialogue, negotiations.	Sensationalized coverage, focus on violence. Absence of consensus-seeking reports.
Abuse/distrust of electoral system.	Decline in coverage and analysis of politics. Emergence of partisanship disguised as newsgathering.
State or monopoly control of media outlets.	State/monopolist imposition of compliant media managers, journalists.
Focused attack-journalism on opponents and moderates, signaling emergence of hate speech.	Facile manipulation of popular sentiments. Propaganda disguised as news emerges.
<b>Overt conflict</b>	
Open conflict: military attacks, killings, atrocities.	Take-over of media outlets, suppression of independent news media. Journalists at personal risk in crossfire.
Suspension of civil rights, associations. Widespread human rights abuse/atrocities.	Suppression of human rights monitoring-reporting. Hate speech emerges.
Collapse of civil society.	Media rights abrogated. Journalists unprotected by laws. Suppression of media associations.
Denial, disavowal of international covenants.	Independent reporting termed unpatriotic.
Forced mobilization/conscription. Forced migration, displacement.	Displacement, shortage of experienced media workers, increase of inexperienced journalists. Lack of diversity of reporters, sources.
Infrastructure destruction: material shortages, food, water, fuel, health care, electricity, batteries.	Loss of equipment, supplies, blocked travel, access to sources. Inability to report, distribute, broadcast. Inability of audience to receive media.
Destruction of education system.	Absence of training, professionalization. Decline of literacy, decline in readership of print media.

**TABLE 1. Stages of conflict and media impacts concluded**

Warning Signs	Examples of Impacts on Media
<b>Overt conflict</b> ( <i>continued</i> )	
High media censorship.	Centrally- enforced patriotism. Extreme stereotyping in reporting. Propaganda substituted for news. Media self-censorship; incomplete or biased news. Biased coverage of conflict. Disinformation used by combatants.
Targeted media destruction.	Facilities damaged, intimidation, staff shortages, unpaid staff succumb to bribes.
Absence of peace dialogue or negotiations.	Obsessive media focus on violence. War-mentality analysis.
<b>Post conflict</b>	
Victory/defeat, or presence of peacekeepers.	Possible proliferation and diversity of media outlets. Underground opposition media emerges.
Initial demobilization of combatants.	Rise in media-consuming audiences.
Reduction in violence. Possible rise in crime.	Recrimination against formerly “opposing” media through criminal acts. Crime and political violence reported without distinction.
Resumed peace dialogue/negotiations.	Introduction of socially pro-active media. Media focus on initiatives for potential reconciliation.
Steps toward resumption/assumption of electoral system.	Resumption of political reporting. Increase in regional-local media and local-issue reporting.
Transitional government.	Risk of reemergence of conflict-era partisanship, biased reporting and media used to inflame/distort issues.
Easing of censorship, relaxed control of media.	Return of media associations, focus on professionalism, conduct. Risk of rampant competitive media outlets becoming political interests’ surrogates.
Legal framework for free media.	Establishment of independent broadcast regulations with reference to human rights. Press councils resume.
Resumption of educational system.	Foreign and local initiatives in training aimed at restoring media professionalization.
Expanding civil society.	Gradual resumption of human rights monitoring, investigative reporting.
Gender distinctions reduced.	Female journalists accorded prominence. Women’s new or traditional roles championed.
Expanding technical infrastructure.	Extended reach of media outlets.
Resumption of trade economy.	Resumption of journalistic economic literacy.

## LOOKING AT MEDIA INTERVENTIONS

The traditional focus of media-related initiatives has been on conventional journalism that supports the emergence of good governance and democratic development, particularly in post-conflict environments. The focus is logical, since traditional journalism's calling is to present facts and viewpoints that enable citizens to make sense of their world and exercise choices in their best interests.

The newer category of media-related peacebuilding goes beyond the traditional disengaged journalistic role. It is designed to have an intended outcome: a reduction of conflict among citizens. Rather than merely informing, material is selected for its potential in transforming conflict, by shifting attitudes of the parties involved in conflict, by providing essential information. This approach also extends from traditional journalism media into avenues such as popular music, soap operas and call-in shows, community radio and video projects,

and street theatre, wall posters, or concerts. It can be highly effective, particularly in conflict-ridden areas where audiences are desperately receptive to information presented in an entertaining form.

Between these two categories lies a stage of media fusion. Journalists, mainly from the global northwest, have argued the ostensibly impartial role they play is incompatible with reporting which openly seeks conflict resolution or involves personal intervention. This position has discouraged synergistic relationships among media practitioners and peacebuilders. However, especially in many modern conflict environments, it is increasingly obvious that the professional norms of journalism do not trump fundamental moral obligations.

It is also clear that all journalists unconsciously reflect personal and cultural values in selecting their content (or framing their stories, as it is called). What is needed is recognition of the value of framing stories for the benefit of conflict resolution. With this recognition emerges a journalism that is sensitized to conflict resolution techniques, and seeks to maximize understanding of the underlying causes and possible solutions. In some conflict environments, journalists see their role as more complex than simply carriers of information, and they actively seek to facilitate the most important peacebuilding dialogues needed in their communities.



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## A TYPOLOGY OF MEDIA INTERVENTIONS

**J**ust as specific impacts of conflict upon media are rarely unique to one stage of conflict, media interventions also are not limited to any one stage of conflict. Different media interventions can overlap, operate side-by-side, or be combined depending upon circumstances. Nonetheless, to establish a common language for determining and comparing intervention opportunities, some patterns can be identified and described.

Five types of media intervention are described here. Examples of specific peacebuilding initiatives falling within the five categories are given later in this framework (Table Two).

**Type One.** One common intervention involves initiatives to overcome journalism severely constrained by its lack of professionalism, diversity, freedom and technology. This **rudimentary journalism training** addresses unskilled, inaccurate, conflict-obsessed, or highly partisan media. Often this media is, or was, controlled by the state or special interests and it reflects narrow views or propaganda. A legal



Jake Lynch

framework regulating and protecting the media is likely lacking. The foremost tool for peacebuilding here is training media in the basics skills of journalism, such as impartiality, accuracy and balance. Awareness of democratic practices, especially election coverage, is essential. Technology training and equipment is also supplied; and, also included is the promotion of journalistic codes and a basic legal infrastructure that protects journalists from intimidation.

**Type Two.** A second type of media intervention provides more **responsible journalism development** beyond basic skills. Tools include developing investigative, explanatory and specialist reporting, and well-informed analytical reporting. Initiatives include promoting and providing models for a full media infrastructure that includes impartial regulators, media performance requirements, access to information, press councils, and promulgation of standards to define libel and slander as elements of media accountability. Developing diverse, competitive and sustainable media outlets, especially through management training, is another tool. The intention is to create a media that serves society as a conflict resolution process and upholds democratic governance.

**Type Three.** An emerging genre of media intervention is located between traditional journalism and more pro-active uses of media. Journalists are encouraged to consciously examine their role to recognize

conflict resolution as part of that role. In this **transitional journalism development**, journalists and media managers redefine whom and what is newsworthy, to better inform and encourage reconciliation. Sensitized media professionals may see their role as more than observers and carriers of information and may seek to facilitate critical dialogues within the community. Some professionals and theorists aptly call this type of intervention **peace journalism**, reflecting the dual nature of their work as journalists with conflict resolution as one of their recognized values. Other sources of journalism media such as underground radio stations may be involved, often in hostile environments.

**Type Four.** Distinct from conventional journalism is pro-active **media-based intervention**, usually designed for a highly specific audience and purpose. It is often the product of an outside intervenor such as a peacekeeping force or a nongovernmental

organization and is often deployed in a conflict or post-conflict environment. It can be media intended to counter hate propaganda, or programming to provide immediately practical information such as election and voting practices, refugee reunification, education or health advice.

**Type Five. Intended outcome programming** is specifically intent upon transforming attitudes, promoting reconciliation and reducing conflict. It is not conventional journalism. It is usually conducted by nongovernmental organizations. The content is determined by its appropriateness to fostering peace. The programming and delivery mechanisms can be innovative adaptations of a popular culture such as radio and television soap operas and dramas, street theatre, wall posters, and more. The initiative and programming may be closely allied with other actors and projects. Media workers may play a role themselves as conciliators in the field.

## KEY CONSIDERATIONS

Stages of conflict are often fluid with overlapping characteristics and inconsistent types of media practices, which challenge easy prescription of the appropriate media-based peacebuilding initiative. Responding to the prevailing conflict stage and media environment will require careful assessment of the conflict and any proposed intervention. Specific stages of conflict may be open to, or require more than, one type of media intervention.

Appendices A and B each offer some specific questions to be asked in conducting these assessments. Underlying those questions are some general considerations that must be kept in mind:

- Will the initiative affect individual or collective abilities to identify and respond to conflict resolution opportunities?
- Will the project help or hinder relationships between the state and civil society?
- Will it include members of the communities affected by the conflict?
- How will the beneficial results be made sustainable?

The engagement of the people most affected, which in a media initiative includes both media practitioners and audiences, must be established. Their input, often overlooked or minimized, is crucial. Intended outcome media can be particularly successful at



attracting audiences but sustained success requires audience feedback and interaction that, in turn, shapes the message.

The progress and outcome of media initiatives will likely require great adaptability, and an acceptance of incremental rates of change. It may be difficult to apply conventional measurements of an initiative's success as it directly relates to reducing and preventing violent conflict. In such a new and expanding field, conventional measurability should be kept in perspective and not stifle innovation or unique, local approaches.

Table Two presents a typology describing media-related initiatives and indicators. It does not exclude the overlapping of indicators and strategies from one type to another. It should not be applied restrictively. For example, a Type Five intended outcome media project can possibly be applied in an environment lacking several of the Type Five indicators such as audience rating capabilities, or even the basic conditions of Type One rudimentary journalism.

**TABLE 2. Interventions and Indicators**

Media Initiative	Strategy	Indicators
<b>Type One</b>	Basic training in standard ABC skills of newsgathering: accuracy, balance and context.	Extent of violations of privacy rights or libel laws if existent. Number of professional journalist associations.
	Support for professional journalist associations, conduct codes. Partnership support for indigenous training facilities. Seminars, forums for local journalists on professionalism.	Presence of codes of professionalism, number of training institutions.
	Support for independent media protection and regulation within legislation, regulations.	Presence of free speech and free media legislation. Number of journalists imprisoned, harassed, intimidated, de-accredited, censored. Extent of content piracy and plagiarism. Extent of access to government information.
	Encouragement of diverse, independent media outlets.	Presence of independent reporting. Number of independent media outlets, number of privately-owned outlets, number of alternative media outlets, number of media licences granted, refused. Percentage of indigenous versus foreign advertisers.
	Provision of technical support and equipment, especially for essential facilities/new technology.	Quality and reliability of production and distribution and reach of diverse media. Number of internet connections, service providers, printing presses, transmitters.
	Appraisal of membership of the media.	Percentage of female and minority journalists, in management, in training courses.
	Media monitoring.	Content analysis.
<b>Type Two</b>	As in Type One stage plus advanced journalism training, in investigations, economic reporting, information access, election coverage, gender and ethnic neutrality.	As in Type One stage plus number of specialist journalists, commentators and analysts. Number of daily news reports on politics, military issues, legal proceedings, human rights, gender. Content analysis: extent of demonizing, stereotyping, sensationalizing, violations of privacy rights.
	Provide rationale, models for environment: legislation, courts, regulatory bodies.	Media and public support for independent media enshrinement and regulation within legislation, regulations.
	Support for introduction of media accountability – press councils, libel/slander legislation.	Number of lawsuits for slander/libel. Disposition of complaints against media. Diversity within individual outlets' staff. Evidence of differing editorial viewpoint, commentary, audience feedback.
	Support for autonomous/commercial operations.	Number of financially autonomous outlets.
	Support for wider distribution of local/regional news. Funding for relayed international broadcasters.	Media monitoring for credibility, balance.

**TABLE 2. Interventions and Indicators concluded**

Media Initiative	Strategy	Indicators
Type Three	Conflict resolution sensitizing and training.	Content analysis of conflict reporting: focus on violence versus reconciliation.
	Support for enhanced investigative reporting.	Percentage of conflict reports, lurid crime reports, versus reports of humanitarian information, peaceful resolutions, positive models and interventions.
	Seminars, forums for international media on indigenous situation. Seminars, forums for local media on media coverage and conflict. Fund/encourage international media coverage.	
Type Four	Creation of humanitarian needs-based media outlets. Meet needs of affected populations such as: emergency relief, relocation facilities, health advisories, warnings about landmines.	Audience ratings. Qualitative studies feedback. Responsiveness of media outlets to public requests for programming, information.
	Define relationship to peacekeeping force.	
	Establish temporary media productions and distribution facilities.	
	Counter hate radio. Recruit local staff, local suppliers to build economic engagement. Seminars, forums for local journalists on professionalism.	
Type Five	Provide programming speaking directly to conflict issues, presenting new or alternative sources of information, issues and factors behind the conflict, shared effects of conflict, presentation of opposing views, discussion of stereotypes, promotion of tolerance, reconciliation, democratization.	Audience ratings, reactions. Outcome assessment of issues or actions focused on. Surveys identifying individual and group perception of others. Percentage change in multi-faction or multi-ethnic community dialogues, organizations, activities, in target group or across society. Percentage changes in audience attitudes and in comprehension of message.
	Integration of local partners into programming.	Extent of local partnership in decision-making and content programming. Ethnic and factional balance in staff and content.
	Development of local markets, local capacity for programming.	Extent of collaboration with government institutions, agencies, civil society and nongovernmental organizations.
	Develop diversified channels of communication appropriate to local environment.	Number of outlets and channels conveying conflict resolution messages.

Table 3 presents examples of practical media-oriented peacebuilding initiatives arranged by types of media initiative and by stages of conflict. Descriptions of each project are given below. These examples partially reflect the considerable diversity of innovative approaches and individual programs which were identified in the course of preparing this framework. More are emerging every day.

**TABLE 3. Examples of peacebuilding initiatives**

	Pre-conflict	Hot conflict	Post-conflict
<b>Types One and Two:</b> conventional journalism development	1. Philippine investigative journalism.		5. IMPACS Cambodia journalists' training project.
	2. IREX: East European rudimentary training.		6. IREX: East European professional training and infrastructure.
	3. Open Society Institute: Central-East European training.		7. Balkans: lessons learned.
	4. Internews: Tajikistan training		8. Reseau Liberte: rudimentary-to-responsible training.
<b>Type Three:</b> transitional media development	10. Media Action International: conflict sensitization.	13. Studio Ijambo, Burundi: conflict resolution, anti-hate media.	9. OSCE Mission Kosovo: journalism regulation and training.
	11. Conflict and Peace Forum: roles analysis and sensitization.	14. South Asian Editors Forum: reconciliation sensitization.	16. Alliance for Peace, Philippines: training.
	12. CECORE: roles analysis, training.	15. Role sensitization (see #4).	17. Peace Journalism Training, Indonesia: training, sensitization.
<b>Types Four and Five:</b> transformational programming			18. Radio Blue Sky, Kosovo: humanitarian news, ethnicities' dialogue.
	20. Search for Common Ground: Macedonian children's programming.		19. Internews Reporting for Peace, Indonesia: training, sensitization.
		21. Media Action International: Balkans humanitarian and news programming.	
		22. Search for Common Ground: Liberia reconciliation programming.	
		23. Reporters Sans Frontieres: Rwanda anti-hate radio.	
	24. War Child: Bosnian children's reconciliation.		26. UNTAC Radio: UN Cambodian democracy programming.
	25. BBC World Service: Afghanistan humanitarian programming.		27. Internews: Rwanda trials coverage for reconciliation.
			28. Media Peace Centre: South African peace-building media.
			29. Childrens' advocacy – Tajikistan (see #4).

1. *The Philippine Centre for Investigative Journalism* ([www.pcij.org](http://www.pcij.org)) is an independent, not-for-profit media agency which produces and provides, at cost, in-depth investigative reports to the local and national media, and provides fellowships to reporters, which would otherwise not be available due to financial or political constraints. Accuracy and balance are primary concerns, to reduce opportunities for suppression.

2,6. *IREX's Promedia Program* ([www.promedia.org](http://www.promedia.org)) combines training, technical assistance, equipment grants and other aid to independent media in ten Central and Eastern European states to help them improve their performance against state-sponsored media and compared to Western media. The focus is on business performance, media law, professional standards and institutional support.

3. *Open Society Institute Network Media Program* ([www.osi.hu/nmp](http://www.osi.hu/nmp)) is a not-for-profit consultant, resource, liaison and partner for Soros-sponsored media programs and other media initiatives in Central and Eastern Europe. The primary focus is assisting the establishment of environments for development of free, independent accountable media, including media legislation, media freedom monitoring, and professionalism of journalists and managers.

4, 15, 29. *Internews Central Asia* ([www.internews.org](http://www.internews.org)) works with local nongovernmental organizations in an environment of prolonged low-intensity conflict in the Ferghana Valley of Tajikistan to provide a media spectrum-wide program which includes basic journalism training, advocacy for a supportive media infrastructure, conflict-sensitized journalism, and intended outcome youth-oriented radio programming.

5. *IMPACS Cambodia Journalists' Training Project* ([www.impacs.org](http://www.impacs.org)) since 1998 has strengthened democracy in Cambodia by assisting in the development of more independent, open and accountable radio journalism in the highly subjective and fractious media environment there. The training program focuses on radio, which is the only country-wide news medium but has no tradition of trained practitioners.

7. A *Bosnia-Herzegovina* assistance program launched in 1996 by international organizations to rapidly create a diverse independent media industry, to counter state propaganda and to educate, enhance democracy and empower audiences. It produced an artificial donor-dependent industry of poor journalistic skills that was uncompetitive with popular ethnocentric government outlets. Unrealistic timelines, a lack of localized "ownership" of the initiatives, and unattractive programming produced modest or minimal contributions to democratization.

8. *Reseau Liberte* ([reseauliberte@videotron.ca](mailto:reseauliberte@videotron.ca)) is a Canadian program which provides media training from basic reporting to investigative and documentary work, through advancing levels of sophistication for repeat trainees. It has delivered programs in Kosovo, Vietnam and African countries.

9. *Department of Media Affairs, OSCE Mission in Kosovo* ([www.osce.org/kosovo/media/index.htm](http://www.osce.org/kosovo/media/index.htm)). An international organization assisting the creation of conditions for free media in Kosovo and Bosnia, it temporarily regulates and license local media and with local advisors is developing laws and standards for the media. It also provides training, technical assistance and inter-agency coordination.

- 10. Media Action International's** ([www.mediaaction.org](http://www.mediaaction.org)) Journalists in Conflict Program sensitizes and trains journalists working in conflict areas to humanitarian values and peacebuilding and conflict resolution perspectives.
- 11. Conflict and Peace Journalism Forum** ([www.conflictandpeace.org](http://www.conflictandpeace.org)) focuses on the role of the news media, both in conflict and in the active construction of peace, with an emphasis on sensitizing journalists to a more accurate way of framing stories.
- 12. The Centre for Conflict Resolution** ([www.cecocre.org](http://www.cecocre.org)) in Uganda holds workshops for media outlets and members to examine their roles in peacebuilding and to develop conflict resolution skills, including sensitizing reporters to African traditional mechanisms of dealing with peace and reconciliation. A media and peacebuilding skills training manual is under development.
- 13. Studio Ijambo** ([www.sfcg.org](http://www.sfcg.org)) was created by Search for Common Ground to specifically counter a recurrence in Burundi of genocidal hate radio's impact in Rwanda. The production studio uses teams of Hutu and Tutsi journalists to produce multiple language programs fostering conciliation through public affairs and entertainment programming for local stations' use.
- 14. South Asian Editors' Forum** ([www.peaceinitiatives.org](http://www.peaceinitiatives.org)) has since 1998 strengthened communication and raised confidence among formerly hostile senior media managers of the highly influential indigenous local-language press in India, Pakistan, Bangladesh, Nepal, and Sri Lanka, through meetings, journalist exchanges, and joint publications to reshape public opinion towards compatible relations.
- 15. The Alliance for Peace Communications** ([cfmr@surfshop.net.ph](mailto:cfmr@surfshop.net.ph)) was created by a diversity of Philippine interests in 1998-1999, including former insurgents, all concerned with media preoccupation with peace breakdowns despite an emerging climate of peace. Regional seminars and exchanges involving journalists identified their information gaps, the excessive conflict coverage, and the need for context and reconciliation coverage.
- 16. The Peace Journalism Training** project in Indonesia ([nick.mawdsley@britcoun.or.id](mailto:nick.mawdsley@britcoun.or.id)) helped local journalists address media responsibility in the 1999-2001 post media-suppression and democratic transition period, using techniques pioneered by Conflict and Peace Journalism Forums such as dealing frankly with the sources of tension, correcting misconceptions and sensitizing reporters to conflict resolution practices.
- 17. Radio Blue Sky** was established for the United Nations in Kosovo by Fondation Hirondelle ([www.hirondelle.org](http://www.hirondelle.org)) in 1999 as an emergency source of information programs to specifically open dialogue and democratic debate in Albanian, Serb, and Turkish communities. In July 2000, it achieved localized sustainability as the second network of public service broadcaster RTK.
- 18. Reporting for Peace** is operated by Internews ([www.internews.org](http://www.internews.org)) in conflict-stressed regions of Indonesia to train local radio-print journalists to recognize their ability to encourage the peace process by including a focus on tolerance, defused conflict and reconciliation in balanced reporting.
- 19. Nashe Maalo**, by Search for Common Ground, ([www.cpgonline.org](http://www.cpgonline.org)) is a groundbreaking children's television series aimed

at reducing potential conflict among the highly segmented communities and ethno-centric media in multi-cultural Macedonia. The entertaining series overcomes stereotypes and alters perceptions by offering children insights into other cultures and modeling positive strategies for conflict coping. The series, launched in 1999 and aired across the country, has had measurable positive effect.

**20.** *Operation Spear* was launched by Media Action International ([www.mediaaction.org](http://www.mediaaction.org)) to quickly produce previously unavailable humanitarian information programs for refugees on state radio in Albania, Kosovo and Macedonia, concurrent with NATO Alliance action in the region. Freeplay (clockwork) radios were distributed to refugee camps.

**21.** *Talking Drum Studio Liberia* ([www.sfcg.org](http://www.sfcg.org)) produces programs for local radio and newspaper outlets with the primary goal of reducing political and ethnic violence by stressing peace, reconciliation and democratization. Since 1997, it has gained a 90% name and 75% content recognition among Liberians for its interesting news and entertainment programming, such as radio dramas illustrating social and problems with a view to finding solutions, and child-produced programs aimed at former child combatants. A similar studio in Sierra Leone was launched in 2001.

**22.** *Radio Agatashya* was first established by Swiss journalists from Reporters Sans Frontieres ([www.rsff.fr](http://www.rsff.fr)), later operated by Fondation Hironnelle, to counter the genocidal incitements of Radio Mille Collines in Rwanda in 1994. For several months after the genocide, it broadcast humanitarian information and programming into Rwanda from

neighbouring Zaire designed to counter prejudices created by the hate radio. Before its demise due to funding and local conflict difficulties, it had become widely appreciated by residents as a reassuring source of unbiased information.

**23.** The international humanitarian organization *War Child* ([www.warchild.org](http://www.warchild.org)), supported by the music industry and focusing on children, established a Pavarotti Music Centre, which uses music therapy to establish communication between former child combatants and enemies in Bosnia. The organization has also used modern technology to establish links and interactivity between Western children and those in conflict-affected countries.

**24.** *BBC World Service's* ([www.bbc.co.uk](http://www.bbc.co.uk)) radio drama entitled "New Home, New Life" has been beamed into Afghanistan since 1996. Crafted by Afghan writers, producers and actors, the productions impart information on humanitarian and reconciliation themes through storylines dealing with issues such as clean births, safe motherhood, children in conflict, mine awareness, and conflict resolution. It is estimated over half the country listens to the short-wave broadcasts.

**25.** *UNTAC Radio* was a United Nations intervention to inform the people of Cambodia about the United Nations Transitional Authority and the introduction of free elections. It expanded from modest broadcasting of basic primers on the democratic process in 1992 to country-wide educational, news, entertainment and public affairs radio programming promoting reconciliation. The highly popular service went off the air, without a successor, upon installation of a democratic government in late 1993.

26. *Internews* ([www.internews.org](http://www.internews.org)) has provided regular English-language print news coverage of the United Nations International Criminal Tribunal for Rwanda since 1997, and more recently similar proceedings in the Balkans. The coverage is intended to keep human rights on the global agenda, and to foster reconciliation among victims, by recognizing their suffering and demonstrating that justice will prevail.

27. *The Media Peace Centre*, ([www.mediapeacecentre.org](http://www.mediapeacecentre.org)) established in 1992 as the media arm of the multi-party body administering South Africa's Peace Accord, produces media that facilitates reconciliation, justice and peace-building. It has pioneered using journalists grounded in conflict resolution skills, and projects using media, including a national radio station, video dialogues, and a 39-part three-year television/radio series on Africa's challenges, to generate dialogue among conflicting parties.

# LESSONS LEARNED

## 1. FOR DONORS

- Donors must avoid temptation to parachute in a project of their design, rather than funding the process of working with indigenously owned and operated media sources on a sustainable basis.
- In emerging democracies, basic journalism skills and diversity of outlets may improve long before they are fully independent. International donors must recognize that local media operators may labour under prolonged local constraints and pressures to remain advocates for one interest.
- Donors should recognize that equipment and skills development are jeopardized in the absence of initial underwriting of basic requirements such as rent, electricity and staff wages.
- Prolonged, intractable conflict environments require sustained, well-resourced media intervention.
- Donor funding should be linked to responsible editorial content. Donors should demand gender non-discriminatory hiring at all levels.
- Specific evaluations by conventional analysis can be difficult for media projects. Attitudinal change may be the best indicator, which is reflected by qualitative indicators that require extended measurement periods.
- Donors should direct projects to emphasize diversity, and to work with various media outlets, to ensure the



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project is not perceived as too linked to an individual media outlet that reflects powerful authorities' interests.

## 2. FOR IMPLEMENTERS

- Anticipated results should be defined with the local people involved in a specific project. They are the partners who must continue the work after the original intervenors are gone. To do so, they must believe in the project.
- It is essential to remain flexible. Trainers must have or adapt to the skills experience of the target group so they can pass on the appropriate skills.
- Except during hot conflict, international advisors should not assume direct management of media outlets. This is the job for locals.
- Be prepared for prolonged periods of developing good relations with a local partner. Extensive prior consultation is vital.
- On-site training is much superior to unrelated training environments.

- The willingness of media managers to absorb and implement the benefits of training of their workers is essential. This absorption of media benefits should be verified through monitoring of the media following the training.
- Project coordination needs to include an exit strategy, preferably built on the self-sustainability of the project.
- Message development should be carefully done: satire can be dangerous.
- Interventions should not focus on needs, but rather focus on identifying, mobilizing, and strengthening community or local assets.

### 3. GENERAL LESSONS

- The faster that journalism codes of conduct and the state's mechanisms of media regulation and protection are in place, the sooner all interests can experience the rights and obligations of the media. Reforming the legal-legislative environment has potential for long-lasting institutional change.
- Media projects should be accompanied by a monitoring system, to identify problems, refine goals and ensure compliance with any media codes of conduct. Monitoring results, particularly of elections and election coverage, should be publicly available.
- Nongovernmental organizations should, if appropriate, be able to show involvement in similar work in their home country, to avoid charges of hypocrisy or condescension.
- The willingness of other nongovernmental organizations to cooperate is a significant advantage. Coordination and information-sharing and appropriate distribution of services and equipment, is essential.
- Language is an essential element. Team members should speak the languages used by the conflicting members of society.
- There needs to be a sense of ownership of programming by the audience itself, in Types Four and Five initiatives. The media project must seek to offer what the audience wants.
- It is crucial to make one's project as transparent and accessible as possible to avoid accusations of partisanship.
- Reliance on peacekeeping forces or other organizations such as the United Nations should be made on a case-by-case basis. There needs to be sufficient space to maintain independence at all times.
- Even in post-conflict environments, the media will not be perceived as a neutral interest by all major interests. A broad coalition of support is essential.
- Relations with local authorities need to be carefully monitored: maintain a respectful if distant relationship in environments of hostile authorities. It is better to withdraw from a country and set up operations nearby than to bow to unfair or unprincipled demands of local authorities.
- Poorly paid media workers, vulnerable to bribes and biased reporting, are a major deterrent to free media. Adequate remuneration and respect for independent journalism are essential to any project's sustainability.
- In certain situations, it is not possible to intervene, even if desired. Different types of conflict require different responses. There is a need to differentiate between conflict and violence.

# APPENDIX A

## MEDIA INITIATIVES

### QUESTIONS THAT WILL HELP DETERMINE THE CONTEXT OF A MEDIA PEACEBUILDING INTERVENTION

1. **What is the current situation: conflict, pre- or post-conflict?** (A conflict situation will require more Type Four or Five interventions; pre- and post-conflict interventions will require more long-term development program designs from Types One to Three.)  
**Explanation:** A conflict situation, or the immediate aftermath of a conflict, will usually not be conducive to long-term development projects. Immediate objectives – like elections or humanitarian assistance – usually have greater priority and oftentimes are more easily complemented by Types Four and Five media interventions. However, much depends on partner organizations. Regions hosting a larger international presence can enjoy a number of different projects implemented simultaneously. It is possible for a country to host Types One through Five media interventions at the same time.
2. **What are the policies of the international community?** Peacekeeping mission? Does the issue only fall within regional geopolitical interests? Are regional peacekeepers deployed (sanctioned or not sanctioned by UN)? Has a full site country and region conflict assessment been done? Are they or are they not

accompanied by official civilian missions? What diplomatic corps resides in the country? Have the international media mobilized public support for assistance?

**Explanation:** It is imperative to determine how many other, and which, organizations are active in the region and whether or not your country maintains diplomatic representation in the region. The lack of one usually signals an increase level of risk in implementing any peacebuilding intervention. Activities of other organizations will also clarify what partnerships can be developed, what activities are already being conducted, and the level of international interest in the region. This will all lend a better understanding of the resources available for interventions.

### QUESTIONS TO ASK IN DETERMINING THE TYPE OF MEDIA INITIATIVE

3. **What is the content of the media?** (You may find that the government authorities allow only a single perception to be broadcast; that the content of broadcasts or publication vary on locale/warlords within a single region; or that a variety of opinions are made available to the public. You may also find that all news is presented through a nationalized lens, or any other spin that incites further divisions in that particular society.) How does the media define coverage?  
**Explanation:** Analysis of the content will

allow initiative developers to understand where the issues lie. Further analysis will reveal if content is a result of restrictive legislation, the economic situation, lack of experience and education (wartime brain-drain often results in untrained professionals learning on-the-job), lack of willingness to support peace efforts, direct or indirect pressures from outside authorities, misperceptions about reporting; or, a combination of some or all of the above.

4. **What is the role of the national media in this particular situation?** Does it affect civil society by disseminating politicized or biased information? Or, are journalists being detained under criminal charges, punished or sued by authorities for their reporting?

**Explanation:** Identification of the role of media will help determine the level of democratization and the level of empowerment of civil society in that particular region. Extremely biased dissemination of information can sometimes signal the existence of a highly centralized government (or authority) seeking to impose rule from the top rather than foster a participatory society at the grassroots level. Types One to Three interventions in these cases are difficult and oftentimes Type Four and Five have been applied in these situations (classic examples were the cold war Voice of America and Radio Free Europe interventions). The detention, punishment of, or civil lawsuits against, journalists can sometimes reflect a weak authoritarian government.

5. **Is the media able to access information from both government and outside (including international) sources?** Is free access to information hindered by local authorities? Are journalists restrained by severe economic factors (in some cases economic constraints may also stem from politicized causes)?

**Explanation:** The (non) access to information and reasons for it can help identify what specific intervention needs to be organized. For example, Types One and Two interventions would be necessary in cases where economic conditions keep journalists from accessing training opportunities, keep practitioners from accessing internet, etc. In some cases, Types Four and Five interventions may be applicable (like interventionist entertainment or news programming) where civil society does not receive objective news or where negative emotions are heightened by broadcasts controlled by ruling authorities.

6. **What type of support exists for a media initiative?** (Is there local and/or international support)? Are you familiar with the goals and expectations of supporters? Is the local legislative framework conducive to free media development? Does the local economy support the existence of free media? Will the government be a supporter or act as an obstacle to your initiatives?

**Explanation:** Training, technical equipment and any capacity-building and peace journalism programs require long-term commitment from local partners. In selecting partners for such projects, ensure your goals complement those of your partners/supporters through research and discussion in order to avoid difficulties later on. Local legislation is usually the most revealing about the state of the media. Also, the absence of a regulatory framework and body or repressive legislation will provide the background and starting point for any media initiative. Lastly, local economic conditions will reflect the ability of media to survive commercially (for the purpose of developing a sustainable initiative) and thus provide diversity of opinion or remain independent of the state in areas where the state does not wish to support public broadcasting.

7. **Among national project supporters, which ones would be the most likely to share a strong interest in conflict resolution?** What is the relationship between media outlets in this particular region?  
**Explanation:** Sometimes willingness to cooperate can be based on mutual professional interests, e.g. reporting capacity/information sharing, or a mutual interest in conflict resolution. The nature of the willingness will help determine the type of initiative to design.
8. **What type of media is the most widely used in the region/country?** Electronic (radio or television) or print (news-papers)? What is the estimated target population? What are the reasons for the prevalence preference of one media over the other (economic, illiteracy, etc.)?  
**Explanation:** Any effective popular intervention will need to utilize the most widespread form of media.
9. **What are possible effects of initiating a media intervention? What are the possible repercussions for not proceeding with a media intervention?**  
**Explanation:** Overlooking media as part of an overall peacebuilding initiative can be damaging to those efforts. Dissemination of information to the public is a powerful negative tool when controlled by warlords and others disinterested in maintaining peace. Alternatively, civil society cannot function without public information and dialogue: reconciliation, refugee return, recovery, reconstruction and democratization are severely hampered without the help of a healthy media. It is, however, imperative to assess the level of threat to the safety of individuals involved and determine intervention accordingly.
10. **What is the level of technical infrastructure in place to support broadcast and print media?** Are there printing presses operable? Are there available supplies of newsprint? Are there transmitters? What is the availability of other logistical and technical requirements?  
**Explanation:** Knowing the limits of technical capacity and costs of equipment will be instrumental in determining what type of programming is possible, e.g., the need to import paper for printing or the existence of few or weak transmitters for radio or television broadcasting.
11. **What is the history of media interventions? Who has led these? Have they been successful?**  
**Explanation:** Before determining the type of intervention to be made, it is imperative to learn the history of previous interventions and programs. Their outcomes will identify what works and what does not (lessons learned) and what is the current context.
12. **What was the impetus for this initiative? Is it sustainable? Is the initiative the product of local inspiration or donor-driven? How integrated are local partners in the decision-making and operation?**  
**Explanation:** Initiatives which respond to existing local media operations with the provision of training or technology may be more sensitive to and reflective of the local community. Entirely new start-up initiatives or new media driven by international community funding or interests need adequate local partners, reflecting locally-identified needs. Long-term sustainability, or a responsible exit strategy if international funding ends, must be considered.

# APPENDIX B

## INITIATIVES

### KEY QUESTIONS FOR ALL PROJECT AND PROGRAM FORMULATION INITIATIVES

- What is your mandate?
- What is the current situation?
- What are possible strategies?
- What is your vision?
- What are your objectives (immediate, medium-term and long-term)?
- Having considered more, what is the most optimal strategy?
- What resources are available to you?
- What partnerships will you develop, do you already have?
- What are your inputs into the initiative?
- What are your planned activities?
- How will you monitor and evaluate the outputs (objectives?)
- What is your timeline?
- What are the possible risks?

## APPENDIX C

### RESOURCES

Available on the web (See **Table 3** for examples of other initiatives). For a more detailed list of media and peacebuilding resources, please see the IMPACS website at [www.impacs.org/media/links.html](http://www.impacs.org/media/links.html)

**Article 19:** London-based international NGO which champions media freedoms, monitors abuses, provides research, training and support. <http://www.article19.org>.

**Carnegie Commission on Preventing Deadly Conflict.** Final Report, chapters five and seven.

See [www.ccpdc.org/pubs/rept97/toc.htm](http://www.ccpdc.org/pubs/rept97/toc.htm).

**Centre for War, Peace and the News Media:** Research, journalism monitoring and analysis and specific media capacity-building projects. See [www.nyu.edu/cwpmn](http://www.nyu.edu/cwpmn).

**Conciliation Resources:** Research, publications, and resources on media and peacebuilding; see African Media and Conflict. See [www.c-r.org](http://www.c-r.org).

**The Communications Initiative:**

Communications Interventions for Sustainable Development – best single source of information on all aspects of all media potential in development, modestly includes peacebuilding specifically: exceptional, massive demonstration of the constantly updateable power of websites to assemble and categorize. See [www.comminit.com](http://www.comminit.com).

**Committee to Protect Journalists:** A non-profit, non-partisan organization dedicated to the global defense of press freedom. See [www.cpj.org](http://www.cpj.org).

**Creative Associates International Inc:** Conflict Prevention, A Guide. Toolbox Section 24: Peace Media. See [www.caii-dc.com](http://www.caii-dc.com).

**Department for International Development, Government of the United Kingdom:** Working With the Media in Conflicts and Other Emergencies, a concise guide to appropriate media interventions for DFID staff, partners and agencies. Includes resources list. DFID CHAD Dept., London, Tel 020-7917-0697.

**European Centre for Conflict Prevention:** Research and projects. See [www.euconflict.org](http://www.euconflict.org).

**European Journalism Centre:** Information on training activities and tools for journalists. See [www.ejc.nl](http://www.ejc.nl).

**Freedom Forum:** Research, training and support for media freedom in emerging democracies.

See [www.freedomforum.org/international](http://www.freedomforum.org/international).

**Fondation Hirondelle:** Media and peace-building projects. See [www.hirondelle.org](http://www.hirondelle.org).

**Forum on Early Warning and Early Response – FEWER:** Created following international study conducted on Rwandan genocide in 1994 that concluded there was ample evidence about the conflict and impending violence but a lack of coordination and efforts to prevent it. Research conducted on conflict, international focus. See [www.fewer.org](http://www.fewer.org)

- IMPACS – Institute for Media, Policy and Civil Society:** leading Canadian NGO explorer of media’s potential in conflict reduction/civil society enhancement. Also see website directory of more than 100 agencies, NGOs and funders focused on media as a peacebuilding instrument. See [www.impacs.org](http://www.impacs.org).
- Institute for War and Peace Reporting:** Reports and research on media monitoring, media conditions and election coverage. See [www.iwpr.net](http://www.iwpr.net).
- International Centre for Journalists:** Provides journalistic training, media management and technical expertise. See [www.icfj.org](http://www.icfj.org).
- Internews:** Provides a media spectrum-wide of initiatives including basic journalism training, advocacy for a supportive media infrastructure, conflict-sensitized journalism, and intended outcome programming. See [www.internews.org](http://www.internews.org).
- IREX Promedia program:** Journalism training, legal infrastructure, media assistance. See [www.irex.org](http://www.irex.org).
- Media Action International:** Research, training and publications on the role of media in conflict situations. See [www.mediaaction.org](http://www.mediaaction.org).
- Operational Frameworks for Peacebuilding:** A compendium of frameworks, strategies and analytical tools for approaching peacebuilding with focus on particular themes such as gender equity, conflict-affected children, media, education, or small arms reduction. See: <http://www.adci-cida.gc.ca/peace>
- OSCE Representative on Freedom of the Media:** Monitors media freedom in OSCE member states and provides early warning of abuses; provides research and support on media freedoms. See: [www.osce.org/fom](http://www.osce.org/fom)
- The Panos Institute:** Research, training and support for journalism. See [www.oneworld.org/panos](http://www.oneworld.org/panos).
- Soros Foundations Network:** Media program provides support and training for journalism development, especially in Eastern and Southern Europe. See [www.soros.org](http://www.soros.org).
- Reporting the World:** Site by journalists for those with an interest on media and peacebuilding. Includes directory of practitioners and journalists, seminar reports on conflict issues and a detailed roundtable report on “An Ethical Framework for Reporting of Conflicts.” See [www.reportingtheworld.org](http://www.reportingtheworld.org).
- Search for Common Ground:** A leading practitioner of media and peacebuilding: innovative, exceptionally high quality, diverse capabilities; worldwide pioneers in impact assessment. See [www.sfcg.org](http://www.sfcg.org).
- US AID’s Center for Democracy and Governance:** Technical Publications Series: The Role of the Media in Democracy: A Strategic Approach for Media Sector Support. Oriented to US missions abroad, for use in post-conflict environments. Highly detailed. See [www.usaid.gov/democracy/pdfs/pnace630.pdf](http://www.usaid.gov/democracy/pdfs/pnace630.pdf).

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