



**ANNUAL
REPORT
2019**

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RNW MEDIA ANNUAL REPORT 2019

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01. A MESSAGE FROM OUR CEO



“Despite the challenges, our country teams carry on creating opportunities for young people to hear and be heard.”

Dear Friends of RNW Media,

Imagine it's Monday morning and you're sitting down to work. You open your laptop to write a blog about the upcoming elections in your country. But something's wrong. You can't get online. You get a message from a colleague on your mobile saying the government's shut down the internet. You have to find a solution. You can keep your blog alive with content from outside collaborators, from the diaspora in neighbouring countries. You can get online with a sim card bought outside the country, but it's risky. You could be arrested.

This is just one example of the challenges our local teams* (collectives of media-makers) and partners face regularly. Their experiences reflect the larger issues we see in the countries where we work—shrinking civic space, lack of youth inclusion in governance, spread of misinformation and disinformation, lack of media freedom, backlash against expanding Sexual and Reproductive Health and Rights (SRHR). Despite the challenges, they carry on creating opportunities for other young people to hear and be heard. They listen and respond to what matters to young people, strengthening their capacity to advocate for social change and linking them to decision-makers.

In 2019, 21.4 million young people accessed information via our websites. 11 million young people were following us on social media, our videos were viewed 144 million times; 43.6 million website page views. In total our content was distributed 1.2 billion times across all our digital channels. With major media outlets regularly featuring our work, we amplify the voices of young people throughout the mainstream. They helped increase knowledge, changed perceptions and behaviours, challenged social norms and influenced policies. I am deeply impressed by the adaptability, courage and innovative efforts of the young people we work with.

In Mali, Benbere's campaign #LaissezNousJouer mobilised young people to protect public spaces and sports grounds from corrupt public officials and land developers. “#LetUsPlay” reached 1.5 million online views, was endorsed by Mali's

former Prime Minister and described by an international media expert as one of the 'three most impactful campaigns in Western Africa'.

In the Democratic Republic of Congo, our team broke the silence about sexual harassment in universities with the campaign, #Univsansharcelement-Universities Without Harassment. The campaign's content reached a massive number of viewers, with an average of 20,000 views per video, and articles generated more than 3,200 reactions and 500 shares on Facebook. As a result, Habari RDC was invited to participate in the development of the government's Guidelines for combating sexual harassment in universities.

To understand our impact around the world, we conducted an independent Midterm Review (MTR) of our Next Generation Programme. This programme, funded by The Ministry of Foreign Affairs of The Netherlands, has enabled us to expand our reach into more countries, deepen our collaboration with local civil society organisations and engage with more young people. The reviewers said: "RNW Media's journalist and broadcasting expertise supports in-country staff in developing high-quality content that is relevant to the realities of the youth and sensitive to prevailing social and cultural norms." Like me, the evaluators were impressed by the resilience of the young people who make up our teams. They praised the teams' ability to develop creative and dynamic strategies for survival and sustainability in restrictive settings, and for dealing effectively with barriers to positive change.

A major achievement this year was recruiting two young people to our Supervisory Board. We are extremely pleased to have made good on our commitment in our organisational strategy to have youth representation at the highest governance level. The two new members, whom you will meet in this report, are from Morocco and Nigeria.

In 2020, in line with the MTR recommendations, we will maximise our programmes' relevance, effectiveness and impact. We will continue our organisational fundraising, building on work in 2019 in developing programme proposals together with Dutch and Southern partners for the two tenders of The Ministry of Foreign Affairs of The Netherlands. These prospective programmes will support the work of both our Citizens' Voice and SRHR programmes and incorporate the expertise of RNTC as trainers and content experts.

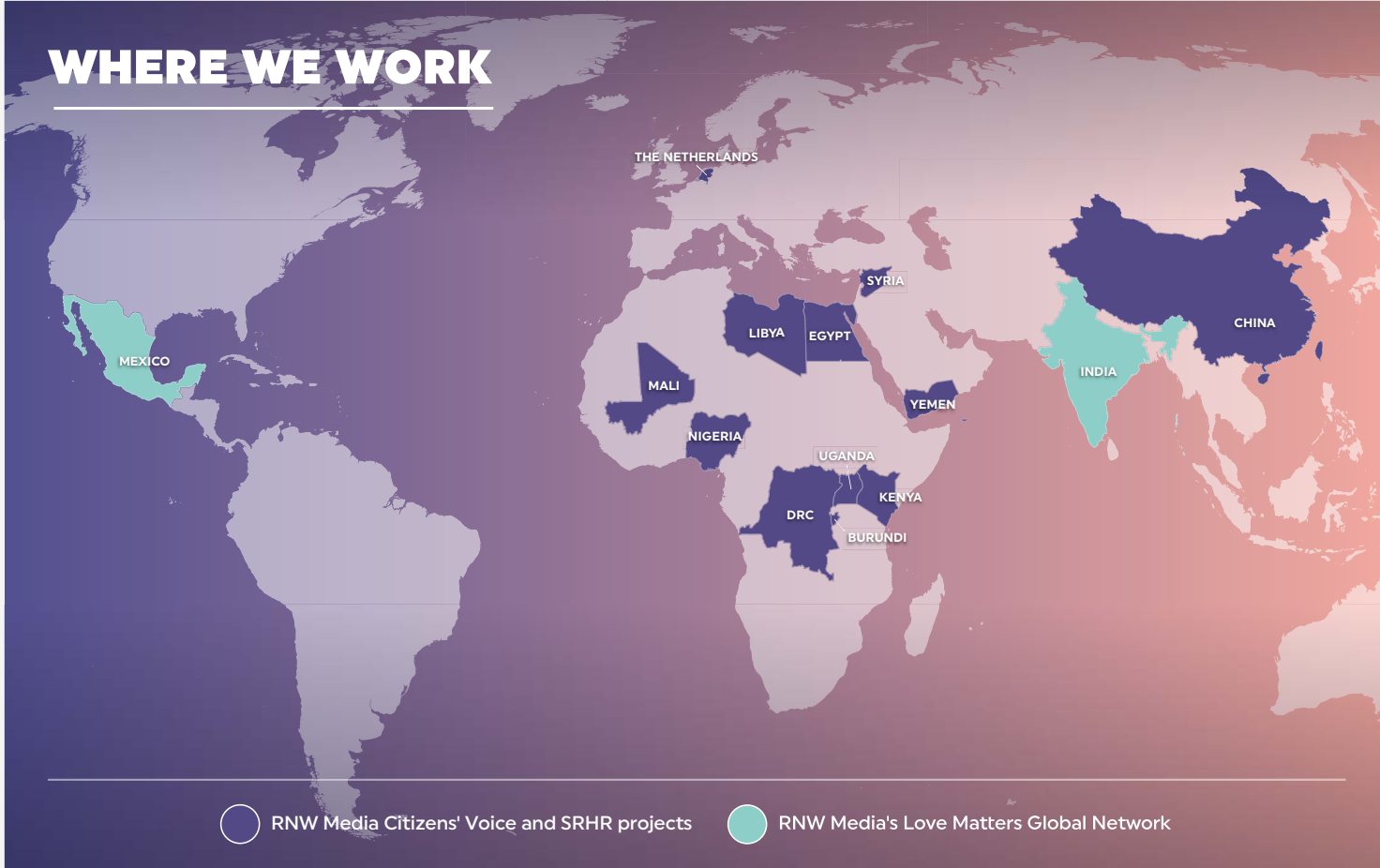
Reading the report, you will discover more about the actions of the young people we worked with in 2019, their impact and the lessons learnt. We are very grateful our donors believe, just like us, that these vibrant young people with strong ideas about how to bring about change, can and will claim their space in the policy-making bodies at national, regional and international levels. We would like to thank wholeheartedly the Ministry of Foreign Affairs of The Netherlands, Nuffic, AmplifyChange, the Packard Foundation, EuropeAid, the Swedish Postcode Lottery and the Dutch Postcode Lottery for their support. I hope you too will be inspired by our experiences in 2019 and would love to hear your thoughts on this report

Jacqueline Lampe CEO RNW Media

*We call them 'our local teams' or our 'country teams', but they are the core people within the collectives we work with. We define a 'collective' as a cohesive interest group or network of people working together to achieve a common social or cultural objective. All our collectives are oriented to using media for social change in their communities.

02. KEY DATA 2019

WHERE WE WORK



COLLEAGUES



THE NETHERLANDS

78
colleagues

28
nationalities

OTHER COUNTRIES

107
colleagues

12
nationalities

ENGAGEMENT



TOTAL CONTENT VIEWS

1.271.2 million



TOTAL NUMBER OF WEBSITE SESSIONS

28.2 million



TOTAL NUMBER OF WEBSITE PAGE-VIEWS

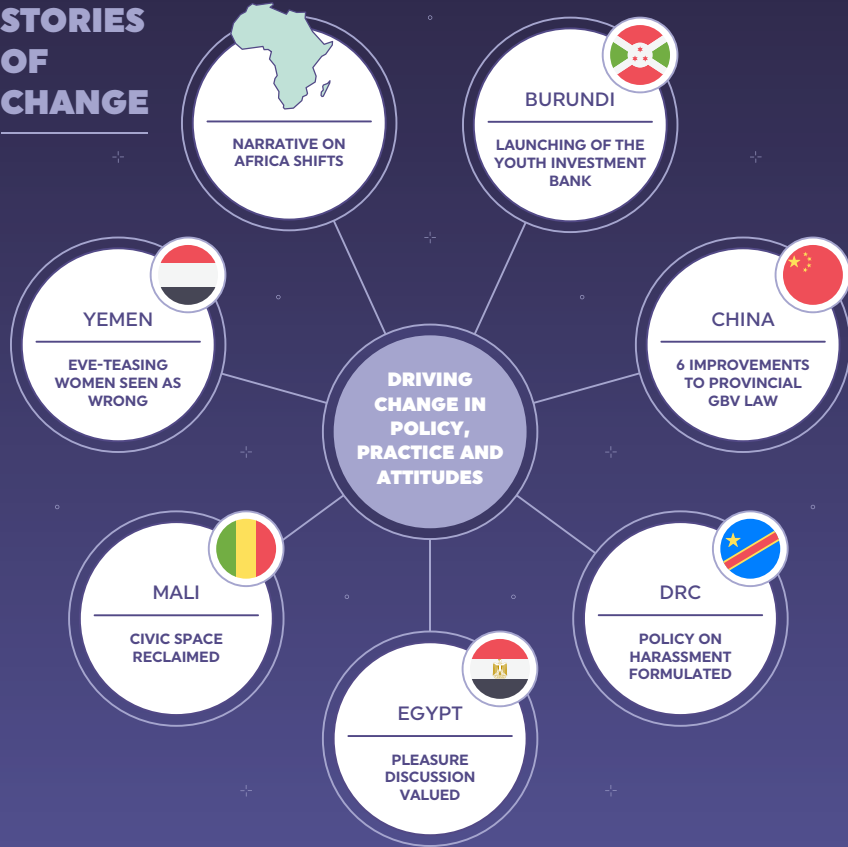
43.6 million



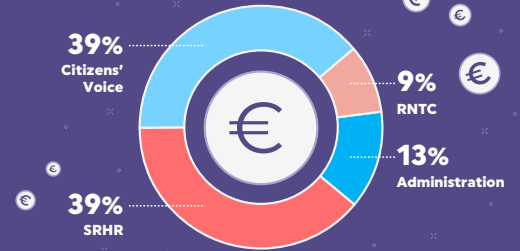
TOTAL INTERACTIONS (REACTIONS, COMMENTS, SHARES)

15.5 million

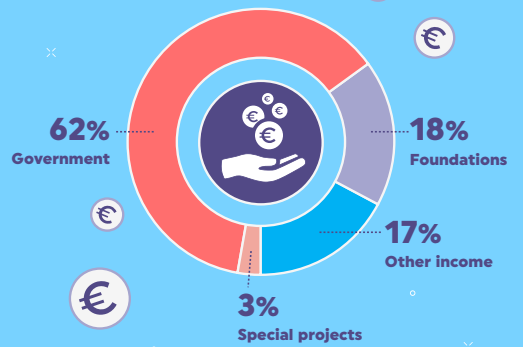
STORIES OF CHANGE



OUR EXPENSES



OUR INCOME



THEMATIC PROGRAMMES

8 Citizens' Voice projects

12 SRHR projects

Logos include: PYAAR KI BAATEIN, الحب ثقافة, LOVE MATTERS, HABLEMOS DE SEXO Y AMOR, uru kundo, AMOUR AFRIQUE, LOVE MATTERS, 谈性说爱, ben bere, HABARI R.D.C., Citizens Voice, 30 منصتي, 橙雨伞, مسارات, 伞, 握手, 爱心, 性别平等符号.

03. ENGAGEMENT

Because the majority of RNW Media's work takes place in an online environment, many of our measurement methods are focused on capturing online data. We use a mix of indicators and methods to capture the various aspects of our performance through websites and social media channels, each with their own opportunities and limitations.



Website

Our primary indicator for measuring our reach is website sessions. This indicator counts how many times a user visits our website. Sessions, even when added over time, are more reliable to report on because we count how many times users access our websites, rather than implying that they are individual people. In addition to sessions, we also measure website page-views. This measures how many times our pages were opened and loaded by users. As a proxy indicator for people reading our content, we have started measuring how many people stay longer than 25 seconds on a page.

In 2019, we have invested significantly in upgrading our PMEL system, which has come with a critical review of how we measure and evaluate our (digital) performance. As part of that review, some indicators have been adjusted to provide a more accurate picture of our performance for both internal learning and external communications. This is also why we are now more and more talking about the total of content impression instead of the total content views as we reported in the last years.



Social media

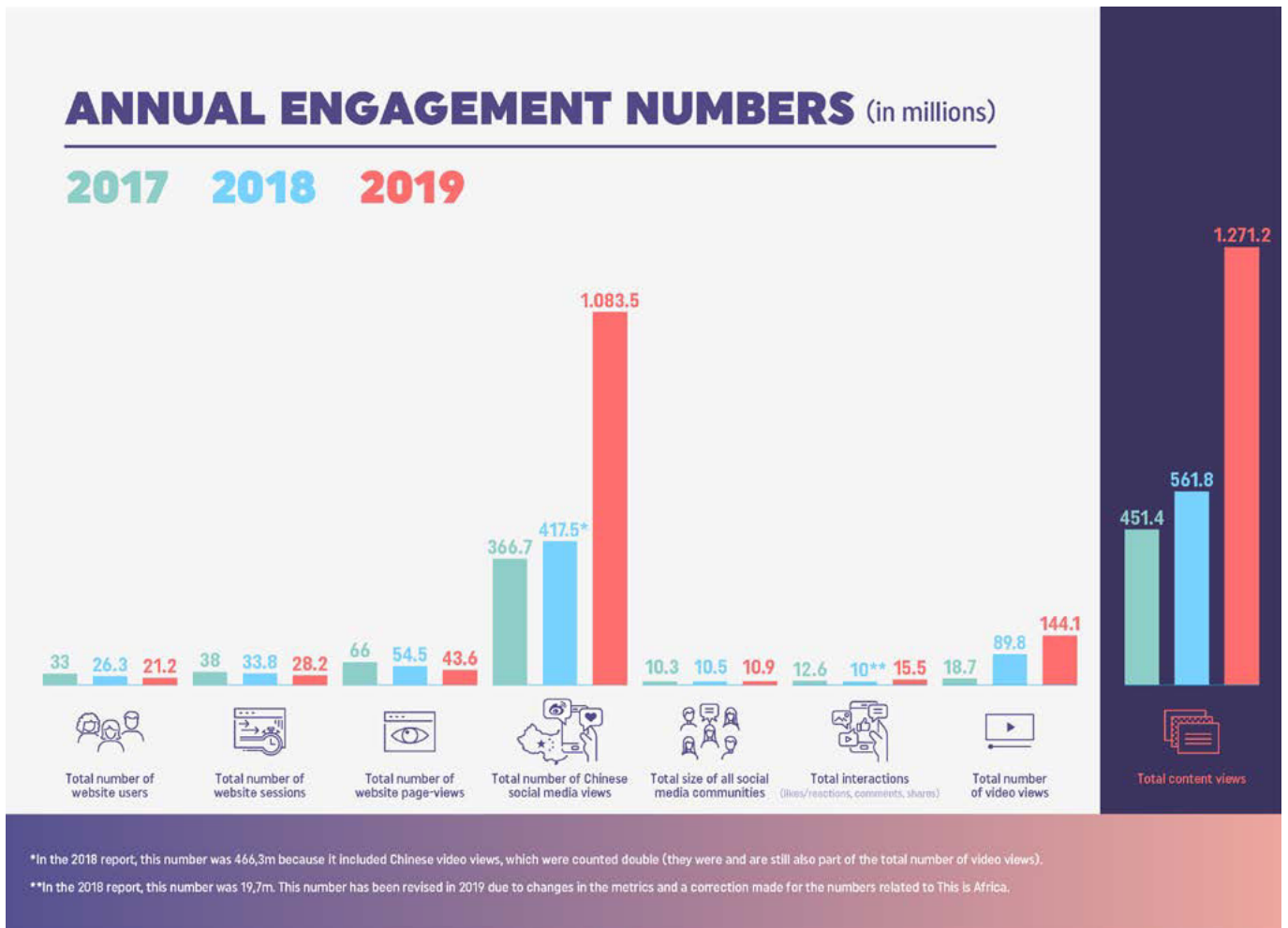
Our primary reach indicator on social media is post reach, which counts how many users have had a certain post displayed on their screen, in combination with video viewers. For good measure, we also keep track of post impression, which is how many times a certain post has been displayed in anyone's feed – regardless of whether they actually click or even see it.

We measure social media followers, which counts every individual that likes or subscribes to a social media page or account. Because subscriptions are linked

to unique accounts, this is a reliable number to use when communicating how many people we engage on social media. However, different followers on different channels are not necessarily different people. Therefore, when wanting to add up across social media, we can speak of the number of followers across social media.

We collect engagement data: how many times users react, comment and share our posts. Reactions in this context means adding an emoji to a post. Furthermore, we have adapted our metrics to fit the unique Chinese social media landscape. We measure post/article views and post/article viewers rather than post impressions and reach.

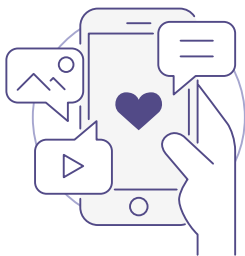
Annual Engagement Numbers



In 2019, we saw the impact of the reported changing behaviour around internet use. Young people consume content through apps and social media more and more rather than through websites. China is a case in point. The short-video platform TikTok, known as “Douyin” in China, has rapidly become a major player in the Chinese social media ecosystem. With over 500 million monthly active users, TikTok is currently China’s most downloaded video-streaming app.

We also experienced our own particular set of circumstances. Love Matters India and Hablemos de Sexo y Amor in particular have seen declines in web use. In India this was due to Google’s several major algorithm changes and the many shutdowns. India leads in the number of days of internet shutdowns. For Hablemos de Sexo y Amor, traffic dropped after the redesign of the platform in

September 2018. Since September 2019, traffic has started to increase again but is taking some time to reach the previous level.



Interesting engagement numbers

Apart from the data that we have reported on for the last few years, we have some more interesting engagement numbers through which we communicate with young people.



04. STORIES OF CHANGE IN POLICIES, PRACTICE AND ATTITUDES



From Mali...
#LaissezNousJouer

Opportunities for sport and recreation are a big issue for young people. The Benbere platform in Mali created a campaign around the disappearance of public space that generated major interest and engagement across the country.

Young people in Mali lack sport and recreation facilities. In Bamako—one of the fastest growing cities in Africa—the need for more housing is putting pressure on land. Mayors and other officials have seized playgrounds and other public spaces, selling them off to developers. In many municipalities in Mali, the scarcity of sports fields for young people has reached a critical level, and young people aren't happy. In Mopti, youth blocked the streets, cut traffic and burned tyres in protest.

Benbere decided to mobilise young people and government officials to protect public spaces and sports grounds from developers. They launched the campaign, #LaissezNousjouer (#LetUsPlay), targeting elected representatives and authorities as well as young people themselves.

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*“Nialy Toure, president of the National Basketball Centre:
“With this campaign #LaissezNousJouer, Benbere proves that it thinks about the problems of young people. For years we have been watching people take public lands without knowing what we can do to take them back or stop them. Now we know that we have remedies and we are going to use them.”*

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Online and offline



The campaign involved online activities and offline debates and workshops in Bamako, Timbuktu, Koutiala and Mopti, with young people meeting with various stakeholders, including local officials responsible for protecting public spaces. The Benbere team raised awareness of the existing laws and regulations that govern land use and put pressure on the authorities to ensure these are properly implemented. The campaign equipped young people with the information and tactics needed to secure public spaces in their neighbourhoods, identify and register 'at risk' spaces, and encourage the authorities to address the loss of sports grounds.



And it worked. In Sabalibougou, in Bamako, for instance, a new residential housing developer was evicting young people from a piece of land they had been using for years. The campaign raised young people's awareness that authorities are obligated to provide public spaces. With this knowledge, the young people demanded a meeting with the officials of the public agency responsible for housing development. This worked out well: the officials indicated a space in the area where young people can still play sports. In another district of Bamako young people went to court against the land speculator trying to sell the land for personal profit and won the case on appeal. They told our local team in Mali that the campaign and the team's advice helped them a lot. They even publicly thanked Benbere.



Successful in reach and impact

#LaissezNousJouer reached more than 1 million people across the country. Fourteen blogs and 20 videos were created and distributed via the website and social media, including interviews of famous sports players and regular citizens touched by the issue. Overall the campaign had 1.5 million online views. The videos were viewed almost 560,000 times and sparked around 19,000 engagements (likes, comments and shares). The video of a song created by popular slam artist, Saccharose Buccal Agréable, on the topic was also a big success with 1,000 views.



Mainstream journalists from print, online, radio and television gave the campaign attention. Radio France International covered the campaign and other French media as well as in Ivory Coast press.



Several prominent figures endorsed the campaign, including, Prime Minister Moussa Mara and Franck Kouyami, President of the Internet Governance Forum in Benin. Kouyami described #LaissezNousJouer as one of the three most impactful campaigns in West Africa.

From the Democratic Republic of Congo...

#UnivSansHarcelement

'Sexually Transmitted Points', is a term used to describe the exchange of sex for better grades, a common form of exploitation of university students in the Democratic Republic of Congo (DRC) but not much talked about. In 2019, Habari RDC broke the silence with the campaign, #UniversitiesWithoutHarassment in partnership with Congolese women's rights organisations, AFIA MAMA, youth-led Si Jeunesse Savait and SOFEPADI. The campaign was based on evidence gathered through research carried out by Si Jeunesse Savait on sexual harassment at universities and raised awareness and put pressure on universities to do more to support students.



Online activities

Online activities included 21 articles on harassment, including survivor testimonies and proposals for solutions. The articles generated lively discussions with more than 3,200 reactions on Facebook. There were also videos and graphics in different formats. One motion design video 'Sifa, the harassment survivor' generated 20,000 views. Live chats on Facebook with well-known personalities and experts connected young people directly to leaders, to ask questions and have an open dialogue on sexual harassment.



Offline debates

Offline activities complemented the online dialogues, with some 250 students from four regions of RDC participating in 'Face aux Jeunes' debates. Testimonies from survivors were collected and measures for their protection and support discussed. In Mbuji-Mayi, young people asked for the creation of a structure to record and fight sexual harassment at universities. In Lubumbashi, participants proposed that sexual education courses include information about abuse. Over 80% of those who attended the debate in Kinshasa said they had learned how to report sexual harassment cases.



The strength and reach of the #UnivSansHarcelement campaign helped establish Habari RDC as a key stakeholder on youth and sexual harassment issues in the country. Habari RDC was invited to participate in the development of the government's Guidelines for combating sexual harassment in universities. As a result, Habari RDC sat at decision-making table as the Ministry of Higher and University Education and the Ministry of Gender, Family and Children.



From Burundi...

#Bdiemploi

Yaga launched #Bdiemploi to address youth unemployment, a major issue in a country where 65% of young people are unemployed. The campaign invited young people to think about the structural problems that lead to high unemployment and whether Burundi's universities are adequately preparing students to enter the job market. The campaign also pushed for the opening of the Youth Investment Bank promised by the government.

Yaga published 12 articles on their platform, and campaign content reached over 835,000 people on Facebook. Offline, debates on the theme, 'Problem of employability of young Burundians: what solutions?' were organised in four universities across the country.



Response from stakeholders

As a result of the campaign, the Ministry of Youth, Posts and Information Technology and the Bujumbura Municipal Council of Youth invited young people to participate in reflection workshops to discuss the structural employment challenges, especially the mismatch between what they learn in school and the job market. Lake Tanganyika University reviewed the training programmes of the Faculty of Communication and Mass Media, to “offer training that meets the requirements of the job market”. Responding to the campaign, the then Executive Secretary of the National Council of Higher Education said: “The sectors which seem to be losing students should diversify the training they offer and adapt to the needs of the moment”.



Officials in action

The campaign also pushed officials from rhetoric to action. The Youth Investment Bank, which had been promised in official speeches for two years, held its inaugural meeting in June 2019. One of the main objectives of the #Bdiemplo campaign was the opening of this bank.



From China... Justice4Her

Influencing policy-makers and bringing about change usually takes years and years of persistent effort and advocacy. But sometimes opportunities arise that can lead to quick results if seized in a timely way. This was the case for the Justice4Her platform in China, which succeeded in influencing new domestic violence regulations within six months.

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“The team is constantly on the look-out for opportunities to influence policy and these do come up, especially at the provincial level. But there was no advance warning that these draft regulations would be published, and when they were, there was only a two-week window for submissions to be made to the Hubei People’s Congress. It was a happy coincidence that QianQian law firm was conducting a training at the time and a group of committed legal professionals could react immediately to put the advocacy strategy into effect.”

Lei Ma, Regional Manager RNW Media

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The story begins in October 2018 when a group of Chinese pro bono lawyers were following a training aimed at improving their capacity to support survivors of Gender-Based Violence (GBV) and represent them in court. The training was organised by RNW Media’s Justice4Her project together with their partner QianQian law firm. Co-funded by the EU, Justice4Her works to strengthen the rule of law to reduce GBV against Chinese women migrant workers. Diverse online channels and offline activities aim to raise awareness of the issues, inform this target group of their rights, amplify their voices and support their access to justice.



Special protection for vulnerable groups

The changes made to the anti-domestic violence law mean that vulnerable groups such as the elderly, pregnant women and the seriously ill will be given special protection and priority services. The definition of domestic violence has also been expanded– the draft version referred to ‘physical and mental violations’. This clause now reads ‘physical, mental and other violations’ making it easier for other forms of GBV, such as emotional or financial coercion, to be prosecuted.



Additions made to the law drawing from Justice4Her’s input include a clause saying public judicial institutions, such as police, courts and prosecutors should strengthen their efforts to combat domestic violence. This clause also refers to the need to increase public knowledge of anti-domestic violence legislation and ensure both perpetrators and targets of GBV understand the law. Another new addition is a clause calling on relevant local authorities to “establish anti-domestic

violence links” and carry out risk assessments to “find the hidden dangers of domestic violence [and enable] timely prevention and treatment.” Hubei Province also made important changes made regarding shelters: they should respect the privacy of survivors and provide social and psychological services.

Legal experts provide suggestions

The training was in its second day when a member of the Justice4Her team saw Hubei Province had published a draft of its new domestic violence regulations online, and civil society could submit comments and suggestions for changes for a two-week period. The senior lawyer from QianQian law firm quickly set the 40 training participants to studying the regulations. Under QianQian’s guidance the group worked through the dense legal text discussing changes to make for stronger and more gender sensitive regulations.



The civil society group of legal experts provided 24 constructive suggestions to the People’s Congress of Hubei Province. About a month later, QianQian received a reply thanking them for the input and saying the People’s Congress would give the suggestions serious consideration. When the new law was finalised and published in March 2019 Justice4Her could confirm that six of their suggestions had been incorporated in the law. A team member described two of the changes as a direct copy-paste of their proposed text, while four other clauses had been re-written in line with the feedback.

Advocacy for stronger laws



Discussing the activities that led to these policy changes being made, Regional Manager for China, Lei Ma said: “It’s quite common in China for the provincial People’s Congresses to draft legislation complementing national laws and that was the case with China’s first national Anti-Domestic Violence Law which came into effect in 2016. The advocacy strategy developed by Justice4Her and its partner QianQian law firm is to identify and use these provincial opportunities to influence the laws.”

Influencing the legal framework for stronger implementation of the Chinese anti-domestic violence law has been part of the advocacy strategy. Justice4Her and QianQian had submitted legislative proposals earlier to the People’s Congress of Beijing and the province of Inner Mongolia. But being strategic isn’t always enough. Lei Ma stressed that being flexible enough so that you can react quickly is also important.





Gender-Based Violence (GBV) has increased by 63% in Yemen since civil war broke out in 2015. Manasati30 (formerly known as Yemen Youth Panel platform) tackled the issue with a major campaign in 2019, timed to coincide with the international campaign, 16 Days of Activism against GBV (16 Days Campaign). As well as raising awareness about the services available to survivors of GBV, Manasati30 took their campaign to the harassers – targeting young Yemeni men between the ages of 15 and 25 via the hashtag #لا تصغرش نفسك or #Don'tShrinkYourself.



The campaign's key message was that harassing women doesn't make you big and powerful, but small and weak. Your peers won't admire you for it but will be embarrassed by you. This message was pushed out through a variety of both online and offline activities with the campaign's content reaching more than 5 million people.

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“I was with female friends going to a public place and while we were walking in there were a group of young males standing by the stairs. When we passed by them we heard one of them saying to another ‘Don’t shrink yourself’. I congratulate you for your campaign, we have seen its effects on the ground.”

Story shared via the Sara7ah app

”

Campaign videos huge success

In the run-up to the campaign Manasati30 worked with popular singer, Hani Alshibani, to produce ‘Don’t shrink yourself’, a song calling on people to stop harassment. The song was broadcast by five local radio stations and added to the library of two music websites. To launch the campaign, a flash mob was organised in Aden where young Yemenis performed the song with a dance combining traditional and break dance styles. A video of the performance was hugely popular, attracting more than 600,000 views on Facebook and YouTube. When visitors were asked: “if you are a harasser, did this video convince you to stop harassment?”, of the 1,091 respondents, 83% said, “yes” and 17% said, “I will try”. The two main videos that were created especially for the campaign resulted in more than 1.5 million views.

Anonymous sharing via app



Other online activities included a cartoon contest which attracted entries from 30 Yemeni cartoonists. Thirteen of the cartoons were published on Facebook, attracting broad engagement, and users voted to choose the winning image. Manasati30 asked ex-harassers to share anonymously via an app their stories of what they had done and why they regretted it. There were more than 30 stories shared with the audience, including this one: “I am the kind of person who

despises such act, however, one day while I was hanging out with my friends, I was encouraged by them and started to verbally harass a girl in the street. While I was following her she stopped and said something to me I will never forget, 'I wish your sister to be in my place'. Since then I promised myself never to harass again, and every time I see a harasser I try to stop him by all means. That's it!"



Some people attacked the campaign saying the way women dress is the main reason for harassment, and they should be targeted rather than the (male) harassers. Moderators were happy to see that other users responded to these kinds of comments by defending the campaign and criticising these opinions.

Behaviour change of students



A major offline activity was a theatre piece, performed for 500 students at five universities and three high schools. The show addressed harassment using interactive theatre where audience members could step in and take a role on stage to change the situation. The audience was invited to complete surveys, and 87% of the students surveyed said the show made them reconsider their behaviour. Many respondents reported that the campaign convinced them to

stop their harassment. When asked if the show inspired them to do something about the issue, many of them said they would talk to their friends and try to change the behaviour of people they know are harassers. Short videos of influencers who attended the performances and recorded messages amplified the impact of the theatre piece online.



Hashtag campaign trending

Engagement with the campaign's content was high. There were 19,000 comments on the social media platforms, messages were shared 4,400 times, and the website visited 30,000 times. During the campaign period 18,000 new followers joined Manasati 30's platforms on YouTube, Facebook and Twitter. Twenty-eight media outlets reported on the campaign 45 times, including Al Jazeera. The campaign's hashtag "لاتصغرش_نفسك" was announced as one of Facebook trending hashtags of 2019 in Yemen.





From Egypt... The Power of Pleasure

A major hit for Love Matters Arabic in 2019 was a campaign focusing on sexual pleasure which generated the highest reach and engagement we've seen since the platform launched in 2014. The topic is a highly sensitive one in the Egyptian context—but the team was determined to tackle it because, “We are trying to help people be educated about their sexuality and to know that ‘pleasure’ is the main motive and aim when having sex.”



Private and public discussions about sex in Egypt are usually focused on reproduction and often involve misconceptions and myths. This can lead to problems between partners and their ability to effectively communicate and enjoy sex together.

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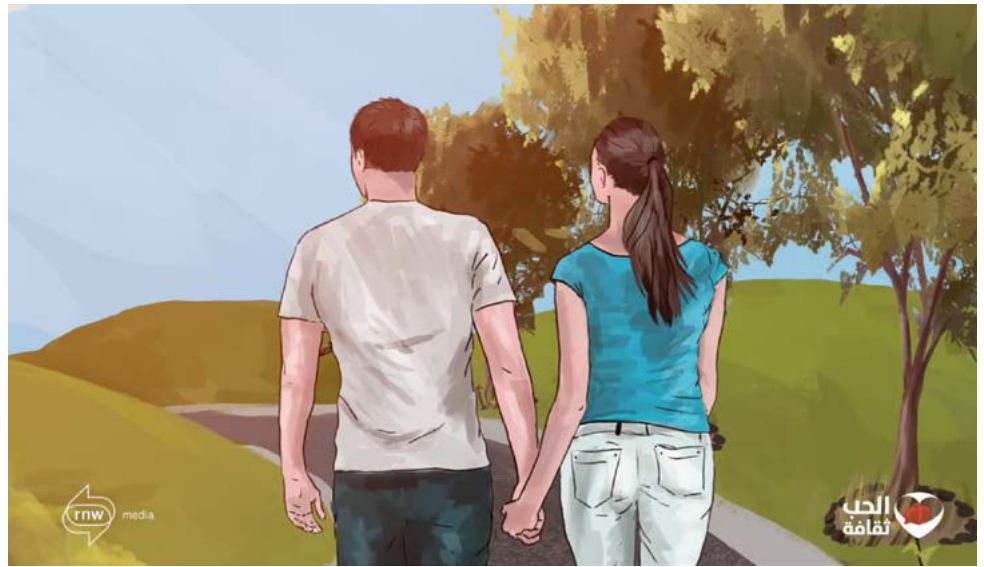
“Great work! It increases general knowledge about the sexual relationship between men and women in a shy society where the level of sexual awareness is very low.”

Comment from a user

”

Encouraging positive discussions

In total, the content of the week-long campaign reached more than 7.7 million people and generated more than 1.1 million engagements. The team was also pleasantly surprised by the very positive feedback they received from partners, as they had expected the content might be considered too 'shocking' for some of the organisations they work with. There was, however, also criticism from some users. When designing the campaign, the team had in-depth discussions about how they would deal with negative reactions and how moderators could encourage positive conversations. Once the campaign started, audience feedback was carefully monitored and sometimes content was modified to reduce risk. As one of the team members stated: "We understand that 'change' never comes smoothly or without a cost, but we believe that keeping the communication channel with our audience open is a priority. No communication, no messages, means no change."



More likes than unlikes

In the end, there was much less negative feedback than the team had been expecting. The number of new 'likes' for the Love Matters Arabic Facebook page was three times greater than 'unlikes', and the page attracted 41.5K new followers.





From RNTC... #SayTheirNames

It's painful to recognise, but one of the aspects of the narrative on Africa is that white lives matter...more. But how do you get people to see that that colonial perspective still ghosts around? You change how the media talk about Africa and change what people read about Africa!

That's at least what Socrates Mbamalu would argue. Mbamalu is a journalist and editorial assistant with the 'This Is Africa' platform which focuses on shifting the narrative on Africa. Thanks to his training at RNW Media's RNTC Media Training Centre he's readily been able to take action.

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“Some are trying to change the narratives and perceptions, but progress is slow.”

From a former RNTC student

”

Stories for social change



The three-week course, ‘Media campaigns for development and social change’, delivered the tools and knowledge needed to create strong campaigns that resonate with the target audience and was, says Mbamalu, “totally eye opening”. “The training at Hilversum made me think critically about how one can bring about change and I think it’s my experience at Hilversum that sparked my eagerness to write stories for social change.”

Responses lead to meaningful conversation

It wasn’t just the followers of the platform who responded. The hashtag #saytheirnames was picked up by Al Jazeera and the campaign featured on Al Jazeera Stream, contributing to a larger conversation on how the Western media gets Africa wrong.

The dominance of western perspectives on Africa is something local African media need to take more seriously according to Mbamalu: “It seems as if the local African media houses aren’t doing so much themselves, it’s like those in local media don’t see the need for this paradigm shift in how we’re reporting on Africa or how we’re reporting on our individual countries.”



This is Africa, previously supported by RNW Media, became fully independent in mid-2019 and is one of those initiatives working to change the narrative about the continent.

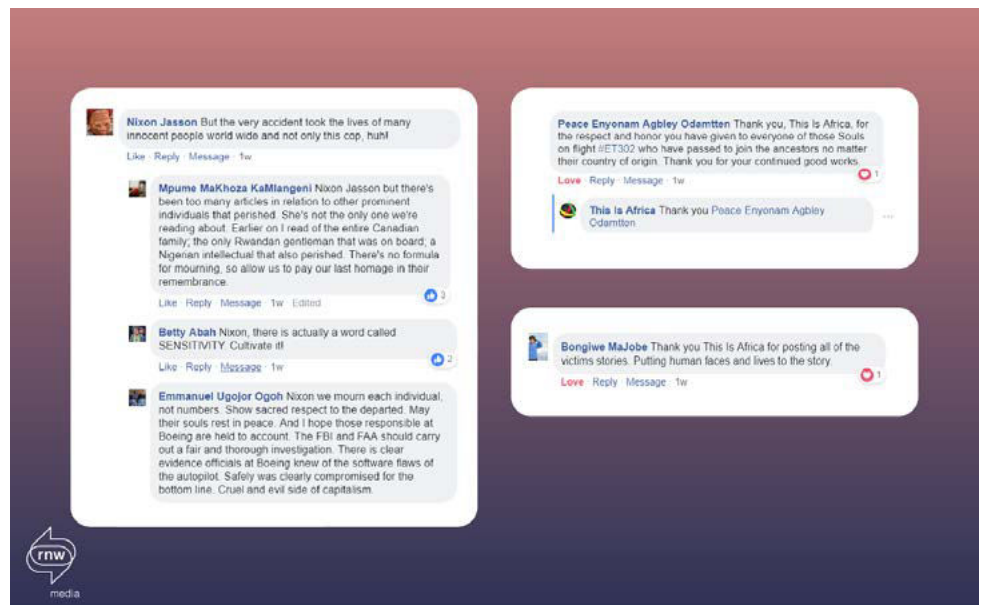
Campaigning for the names of victims

Socrates also opened our eyes. One hundred and fifty-seven people died in the Ethiopian Airlines crash in March 2019. But who were those people? Western media focused on the westerners onboard the plane – and the many African victims went largely unnamed. This prompted Socrates Mbamalu, to launch a campaign seeking to name all those involved in the crash and tell their stories.

Using the hashtags #saytheirnames and #notastatistic, the campaign aimed to humanise those who died in the crash, and the resonated deeply with the This is Africa community and attracted a response Mbamalu describes as ‘overwhelming’.



“I didn’t realise how much people were interested in the lives of those who died. People really commented; they poured their hearts out. It was almost like bringing the community together and mourning together.”



The campaign generated many stories and conversations, both personal, focusing on the victims, and political, looking at how Western media was quick to blame Ethiopian Air for the crash and questioning Western coverage of African stories. The campaign reached almost 2.7 million people and generated more than 75,000 likes, shares and comments. This is Africa’s Facebook page gained over 8,000 new followers in a week while running the campaign.

05. ADVOCACY WITH YOUNG PEOPLE



Our country level advocacy work focuses on our programmatic themes. In the countries where we work we seek to influence laws, policies, processes and practices to advance the needs of young people. Our country teams build complementary advocacy alliances with local CSOs, bringing expertise in mass communications and influencing through media to the mix of actions. The topics lie with the young users who make up our digital communities, and are always strongly linked to the programmes, SRHR, social cohesion and inclusive governance and, in 2020, also economic inclusion, as the three pillars.

Our teams work with others to run campaigns to raise awareness and influence opinion and provide youth feedback at scale on laws, policies and regulations. They also target decision-makers and policy-makers directly through our online content and facilitate interaction between decision-makers and young people, online and offline. In China our country team also engage with rule of law, bringing GBV cases to court.

Advocacy for digital rights

To respond to shrinking civic space, increasing repression and violations of human rights, RNW Media decided to invest more in advocacy work at international and regional levels. In 2019, we focussed on advocating for digital rights, especially the rights to association, assembly, information and expression. Digital rights underpin RNW Media's ability to build digital communities—our core business. Our work on digital rights is based on the situations and challenges our country teams face on a daily basis. They are on the frontlines of censorship and internet 'shutdowns', shouldering the social, personal and economic burdens of repression.

We use surveys which produce youth generated data evidence to develop our advocacy together with young people and based on their needs.

Skills strengthened by trainings

In order to strengthen the advocacy skills of our country teams, capacity assessments are done yearly and tailored trainings using local experts are designed based on the findings. The trainings provide media-makers with the skills they need to be able to implement quality lobby and advocacy, capacity to:

- Plan strategically for lobby and advocacy;
- Achieve results including having knowledge and skills (e.g., ICT capacity, storytelling, editing, video filming and communications, gender and inclusion);
- Analyse and understand the operating environment and manage relationships, including stakeholder power analysis, brokering, partnership/alliance building and engage audiences; and
- Adaptability to changing influences.

Our teams also learn everything they need to know to manage lobby and advocacy projects and some have been trained to strengthen the capacity of allied CSOs collaborating in joint lobby and advocacy interventions.

Connecting countries with the world

We bolster our platform level advocacy work through what is sometimes called “technical advocacy” to influence higher level programming policies and guidelines—thus connecting the country level work to regional and international processes. Solid country, regional and international advocacy work should be interlinked and flow as cohesively as possible from the voices and realities of local people and their experiences as well as their actions for change. Therefore, we translate the advocacy work at national level for the digital context through action pillars on meaningful access to the Internet, the availability of quality content, and equal online participation for all as part of key processes such as the Internet Governance Forum and its relevant thematic and regional iterations.

Engagement of young people is core

A crosscutting goal in all our advocacy initiatives is achieving full civic engagement of young people in all their diversity. Regardless of the particular issue selected, we ensure young people drive the agenda at all levels and are able to participate meaningfully in the public affairs work that makes up advocacy. In addition, and as part of our general inclusion approach, gender inclusion is an essential organising principle of our programmatic work at RNW Media. The activities under our action pillars are designed to be gender sensitive, equality-driven, and to promote the rights of marginalised groups.

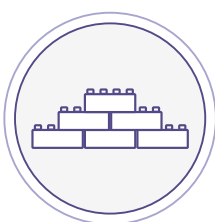
06. CITIZENS' VOICE THE PROGRAMME



Citizens' Voice works in countries where young people form the vast majority of the population and where freedom of expression, assembly and association are restricted. In countries where young people lack access to reliable, trusted information and diverse points of view, space for civil society is restricted or shrinking and participation in public debate is limited.

Citizens' Voice creates and maintains digital media platforms offering alternative civic spaces where young people from across socio-cultural divides can come together in a way that is often impossible in the offline space. However, where and whenever possible, our teams do organise offline events such as debates and workshops to be able to connect with young people directly and for them to have the opportunity to engage with diverse actors. Our Citizens' Voice programme supports SDGs 8, 10 and 16 on decent work and economic growth, reduced inequality, and peace and justice respectively. In 2019 the Citizens' Voice platforms had a total reach of more than 380 million, a social media community of around 3 million and a total content impression of almost 700 million.

Strong foundations



Citizens' Voice laid strong foundations in 2019 for future growth and even greater impact with behind-the-scenes research and work on consolidating and refining strategies for content, engagement and advocacy. The sustainability model for the Citizens' Voice projects to support platforms becoming self-sufficient, independent partners of RNW Media is currently in development.



Inclusion is central

Inclusion is central to all Citizens' Voice activities, and 2019 saw the adoption of an approach built on five pillars: inclusive teams; communities, partnerships; content; and technology. An important tool for inclusion is the moderation of online discussions to build vibrant, respectful and safe digital communities and all the Citizens' Voice platforms now use a tailored moderation strategy.



Smart targeting

As the content of Citizens' Voice publications aims to raise awareness and create meaningful engagement and discussions around certain issues, it touches on social norms and sometimes even pushes boundaries. Most of the time these discussions start when content is shared on social media platforms where community members can contribute with different opinions and points of views. However, especially when content is controversial, there is usually one group dominating the discussion. They impose their point of view on other community members and sometimes undermine the opinion of minorities or polarization groups. A discussion can even shift from dialogue to polarization with an 'us versus them' approach. And when polarization rises, divisions becomes wider.



Effective on- and offline

The country teams translated strategy into action with highly effective campaigns, offline events bringing together young people and policy makers and surveys highlighting the needs and concerns of young people and contributing to influencing policy.



Working together in SPEAK!

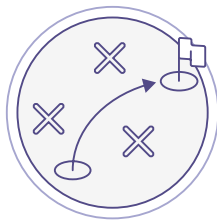
For a third year running, RNW Media took part in the global SPEAK! Campaign organised by CIVICUS. The campaign provides a platform for people across the world to 'speak out' on the issues that matter most to them and, as such, resonates with Citizens' Voice.

RNW Media supported the campaign with a range of activities in DRC, Burundi, Mali, Yemen and Libya. Each country team developed activities around themes relevant for their local context. These ranged from debates on how to combat 'tribalism' and radicalisation in DRC to a sporting and cultural event in Mali around the theme 'peace and cohesion between communities' and an event facilitating dialogue between young people and the older generation in Burundi. In total the in-country teams organised 8 offline events and the digital campaigns generated more than 56.000 engagements. An offline event linked to the SPEAK! campaign was also organised by RNW Media in the Netherlands, in cooperation with the Dutch Ministry of Foreign Affairs. CIVICUS reports that overall, there were 179 SPEAK! 2019 events across 55 countries and a social media reach of over 2.1 million.



24/7 moderation

Our moderators work 24/7 to moderate discussions, ensuring they stay on track and people feel safe to express their point of view. However, with more and more people engaging on our platforms, it becomes harder for our teams to follow and moderate each comment or point of view. Therefore, the Citizens' Voice programme uses a SMART targeting approach to build inclusive communities and make sure that every voice is being heard. In short, this means we achieve high-quality engagement and discussions by introducing the right subject to the right target group at the right time using the right tone of voice on the right platform. We focus on where our audiences are, what they are interested in and when certain issues are pressing.



Maturing strategy

Citizens' Voice carried out a comprehensive strategic review in 2019. As a result, the programme will work to broaden its target audience to include younger beneficiaries. It will also expand its focus to include digital rights, access and literacy.

07. CITIZENS' VOICE THE PROJECTS



Huna Libya began in 2015 under the umbrella regional platform Huna Sotak and established itself as an independent platform for and with Libyan youth in 2018. It provides multi-media content that offers fresh perspectives on issues that matter to young people from different backgrounds and provides them with a place to participate safely in dialogue and discussion.

Online surveys are used to amplify young Libyans' voices and bring their needs and aspirations to the attention of formal and informal decision-makers at all levels. Huna Libya, and its community are growing into a well-known brand among youth and national CSOs. With the number of survey respondents averaging 3,000, Huna Libya is able to gather insights into the views of young Libyan on a range of topics.



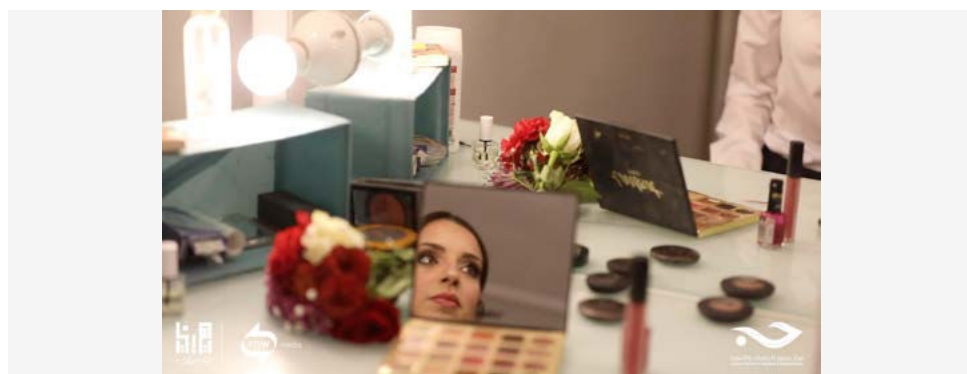
Highlights of 2019

Online war



War broke out in Tripoli in April 2019, plunging the Huna Libya team into uncertainty and insecurity. Suddenly, hate speech and online war were trending. Huna Libya managed to keep publishing posts, videos, articles and positive stories about young Libyans working to help people in the conflict zones. Information about the humanitarian situation, community services such as safe shelters, blood banks, emergency medical centres, and about the dangers of online hate speech connecting to war was also shared.

Best short film award



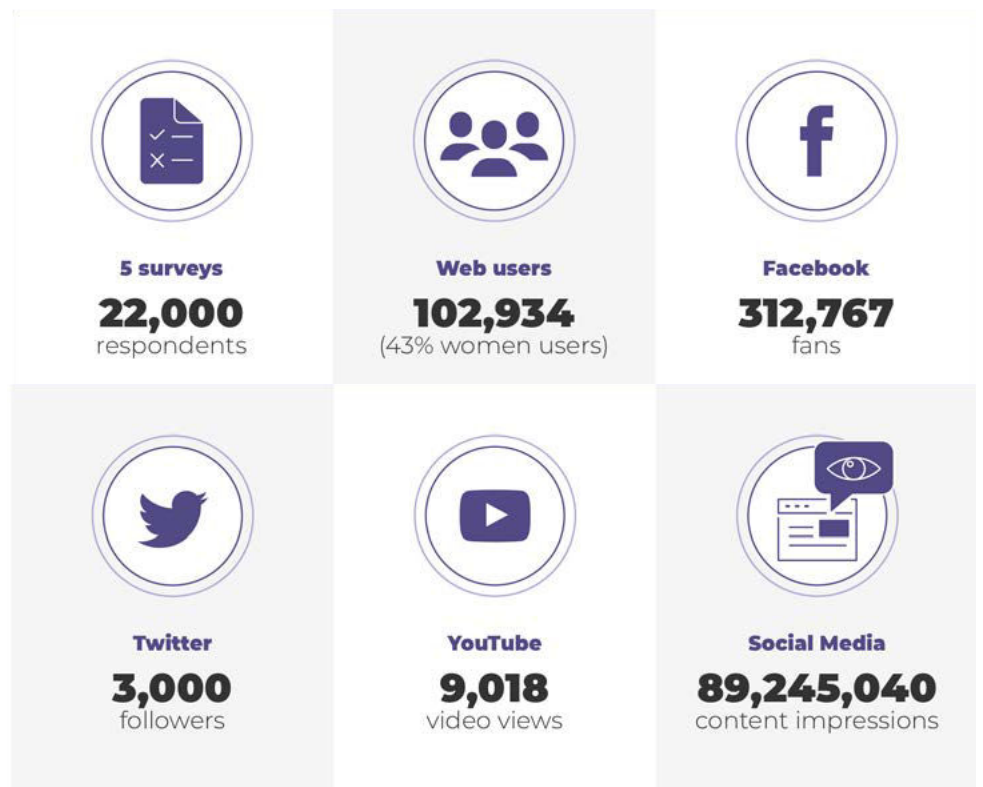
In 2019, Huna Libya won the Best Short Film Award from Democracy Reporting International and German public broadcaster Deutsche Welle. The award was given to a campaign video produced by Huna Libya as part of their Women and Work campaign launched in March 2019 in partnership with the Jusoor Centre for Studies and Development. The Libyan Ministry of Education expressed a wish to replicate some of the campaign's offline activities in schools.

Engaging young women



Huna Libya worked to increase its engagement of women in 2019. We launched a new series of vlogs on issues of particular interest to Libyan women. Amani, possibly the first woman vlogger in Libya focuses on women’s engagement, freedom of expression and women’s rights. Her work gives young Libyan women an opportunity to voice their thoughts and opinions. By openly discussing difficult and sometimes controversial topics through this project, Amani initiates dialogue and encourages other women to speak up. While women’s online participation on our platform is similar to the Facebook average, engagement is much higher. A combination of new marketing techniques and publishing more content created by young women saw an increase of 11% in the number of women participating in online discussions compared to 2018.

Huna Libya in 2019





Manasati30 (formerly known as Yemen Youth Panel), was created in 2013 and has remained operational throughout the Yemen civil conflict. It offers an inclusive space to young Yemenis to express their views, connect with their peers and bring their needs to the attention of policy and decision makers. Manasati30's Facebook community is the largest of any page targeting young people in Yemen.

Highlights of 2019

Women's voices



In 2019 Manasati30 succeeded in increasing the participation of women on their platform by producing relevant content of interest to women. One example was a poll about wearing the Niqab. Of the 3,100 respondents, 66% were in favour while 34% (the majority of them women) were against. The poll generated a lot of discussion with many people saying women should be able to choose what they like to wear. One woman stated: "I want to get rid of the Niqab because it distresses me and makes it hard to breathe, especially in crowded places, however the society I live in and my family won't allow me to go out without wearing it".

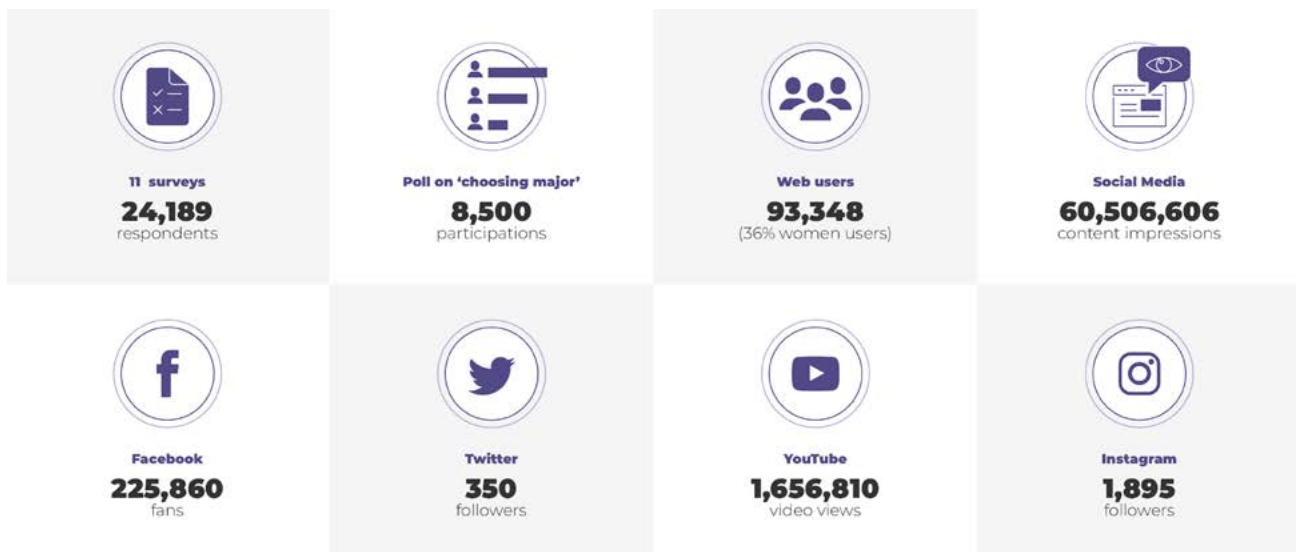
Participation of women



Another survey on “women’s emerging roles during the war” had the highest ever participation from women, 47%, a significant increase from the average. The results of this survey showed that 69% of the participants know women who started getting jobs which were exclusive to men before the war.

Around 14% of the followers of Manasati30’s Facebook page are women which is in line with the average for Yemen. However, 26% of all engagements on the Manasati30 platform were from women, while the average for Facebook pages in Yemen is 10%.

Manasati30 in 2019



“Your page is the only place where I safely can read comments with no insults, curses or religious fighting, it’s the only place where I feel unity.”
Message from a young person



Our Citizens' Voice programme in Syria is a digital media initiative providing young Syrians with a space to tell their stories and share their opinions. In 2019, the platform focused on three themes: gender equality; culture and identity; and work and education. The project was incubated by a local partner, a youth-led organisation, Sanad for Development, focusing on employment, which helped the project expand its online activities and reach. For security reasons, the project in Syria is implemented with the support of RNW Media's experts, but with no visibility of RNW Media.

Project implementation in Syria remains challenging and the building of digital communities at scale in general needs more time than in other MENA countries. Still, we have been successful in building a large and highly engaged community. This is especially noteworthy given the character of the Syrian media landscape, as all visits are generated organically based on content since Facebook advertising is not possible due to sanctions.

Highlights of 2019

Demonstrating diversity

The team in Syria produced a video demonstrating the diversity of Syrian by asking young people from different regions to say the same words using their local dialects. The video tackled diversity positively using a simple format and bridging the regional divisions with culture and language in this case. The video was viewed 223,000 times and attracted new followers to the platform.

Ambitious young people

Another successful campaign implemented by the team in Syria aimed to help young people present themselves more professionally when applying for jobs. The campaign was created in cooperation with the Sanad Foundation and, working together, 2,117 young people were given extensive advice about their academic choices, career path and entrepreneurial opportunities. The campaign extended the project's reach into Homs and Hama and included both online and offline counselling.

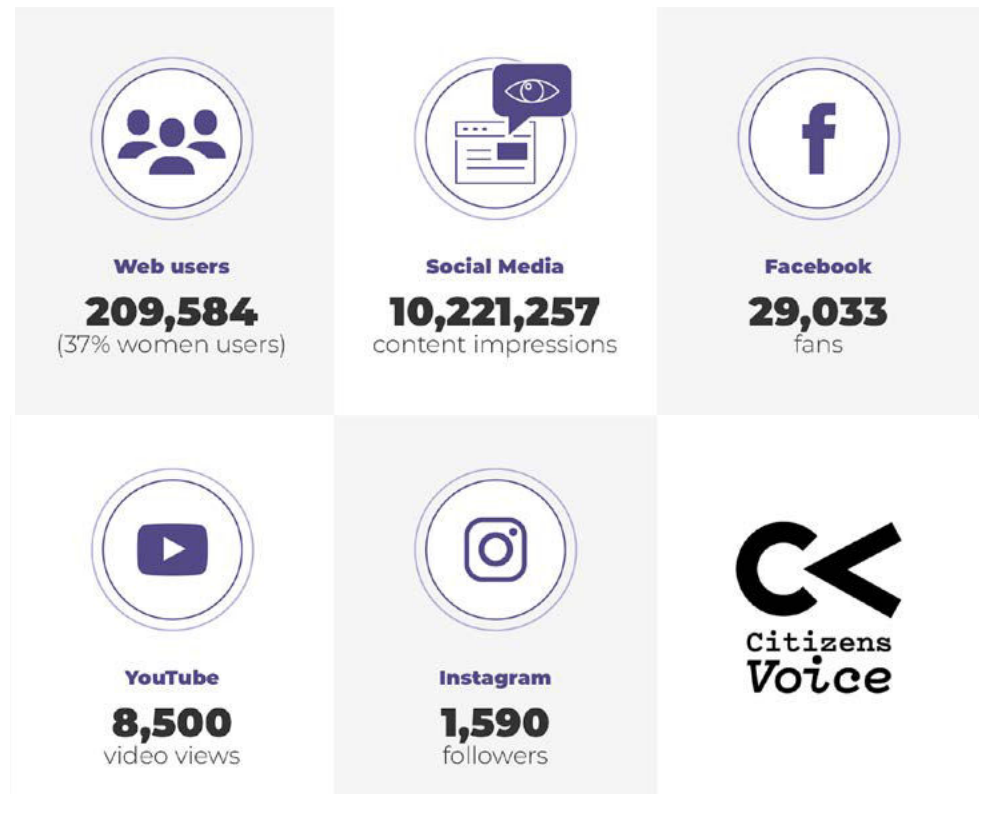
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“We as Syrians started knowing each other more through this content, such as the video on dialects, or the articles shedding light on traditions, especially those focusing on rural areas like Eastern Syria.”

Message from a young person

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Syria in 2019





Masaraat, meaning 'Pathway', was launched in April 2019. Based in Egypt, the platform provides young people with online career counselling via a discussion board, and moderated discussions around employment, study, work-life balance, and entrepreneurship.

Through engaging with the platform, young people can learn what they are good at, what their passions are and how can they channel those passions into career prospects. Masaraat also offers practical guidance to young people entering the workforce.

While Masaraat is currently still part of the Citizens' Voice programme, in 2020 RNW Media will create a third programme on the needs of young people linked to economic inclusion, based upon the pilot in Egypt and experiences in other countries.

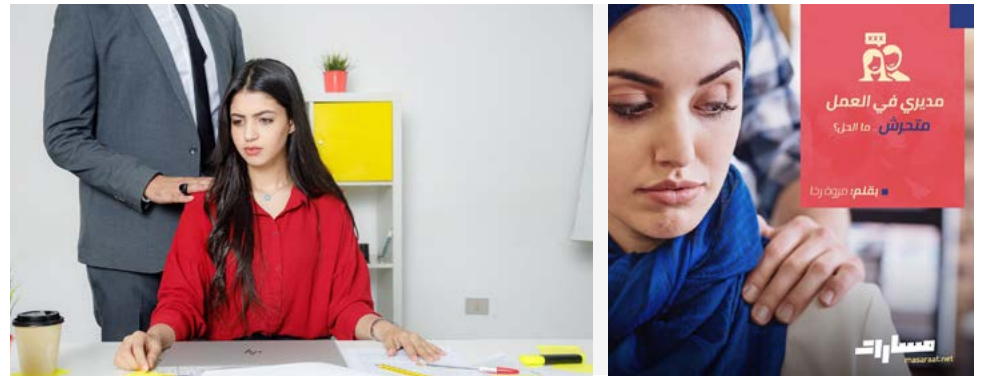
Highlights of 2019

Launch



The launch of Masaraat followed extensive work by the local team, supported by RNW Media staff in Hilversum. Inception research identifying the needs of young people resulted in four main categories on the platform: Choosing a career; Getting a job; Skills, and learning; and Work environment. The platform was launched at an event at the GrEEK Campus tech centre in Cairo with 60 attendees including development experts in the economic inclusion field, media representatives, contributors, and influencers.

From the inbox



The platform started a series called 'From the inbox' to answer questions audience raises on the website discussion board and on social media. The series started with how to deal with harassment at work, introducing practical tips to address harassment. The social media engagement on the article was very high and presented multiple points of views and attitudes towards the issue. Some people supported the position of women and said harassers should be punished, while others blame women for their clothing or even being at work. These insights help the team to create user-driven content to challenge norms in Egypt.

GBV in the workplace



In collaboration with Plan International Egypt, Love Matters Arabic, and the Center for Development Services, Masaraat implemented a campaign around harassment in the workplace which aimed to create more understanding and support for those who report incidents publicly. The campaign asked celebrities and decision-makers to participate and received messages of support from a well-known actress, a member of Parliament, and a sports champion provided support messages.

Masaraat in 2019



Web users
39,319
(35% women users)



Social Media
18,045,343
content impressions



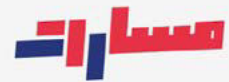
Facebook
60,994
fans



YouTube
20,282
video views



Instagram
8,711
followers





Benbere was launched in Mali in June 2018. The platform aims to build an online community of young people from across Mali fed by a pool of Malian bloggers. From Timbuktu to Mopti, Benbere fosters conversations among young people on key issues that are affecting them while perceptions increasing conflicts are particularly challenging trust between communities. A broad network of bloggers from all over the country represent the viewpoints of Mali's different communities with content reflecting the country's cultural diversity. These contributors are coordinated by Benbere teams based in Mali's two main cities, the capital Bamako in the South and Timbuktu in the North.

Highlights of 2019

Acknowledgement by ministries



Until recently bloggers were regularly stigmatised by Malian authorities and prevented from exercising their right to free expression, for instance when internet has been partly shut down during election periods. In 2019, however, the Malian Minister of Digital Economy and Foresight made a public appearance at the Benbere office in Bamako to meet with the team.



She congratulated them for the important role they play in society and said she always reads Benbere's articles and that "the door of her department remains open for all bloggers". The visit was widely covered in Mali's press and successfully reinforced the legitimacy of bloggers' voices and the space for freer public discourse in Malian society.

Gender Based Violence



As part of the 16 Days of Activism against Gender-Based Violence (GBV) campaign, Benbere published a series of articles under the hashtag #MaliSansVBC and organised offline events including performances by artists and actors popular with young Malians. Gender-Based Violence is a serious problem in Mali but remains largely taboo.



Positive impact



The Benbere team aimed to raise awareness and start a broader conversation around the issue. Offline activities included a theatre piece highlighting the harmful consequences of GBV.



In total around 1,000 people attended the performances and in a survey at the end of each show, 90% of the young people interviewed said they learned a lot about GBV. As a result of the campaign, Benbere was invited to the World Bank office in Mali, for their awareness day against GBV and took part in a panel with the representative of the Ministry of Economy and Finance and the evaluator of the national programme to combat GBV.



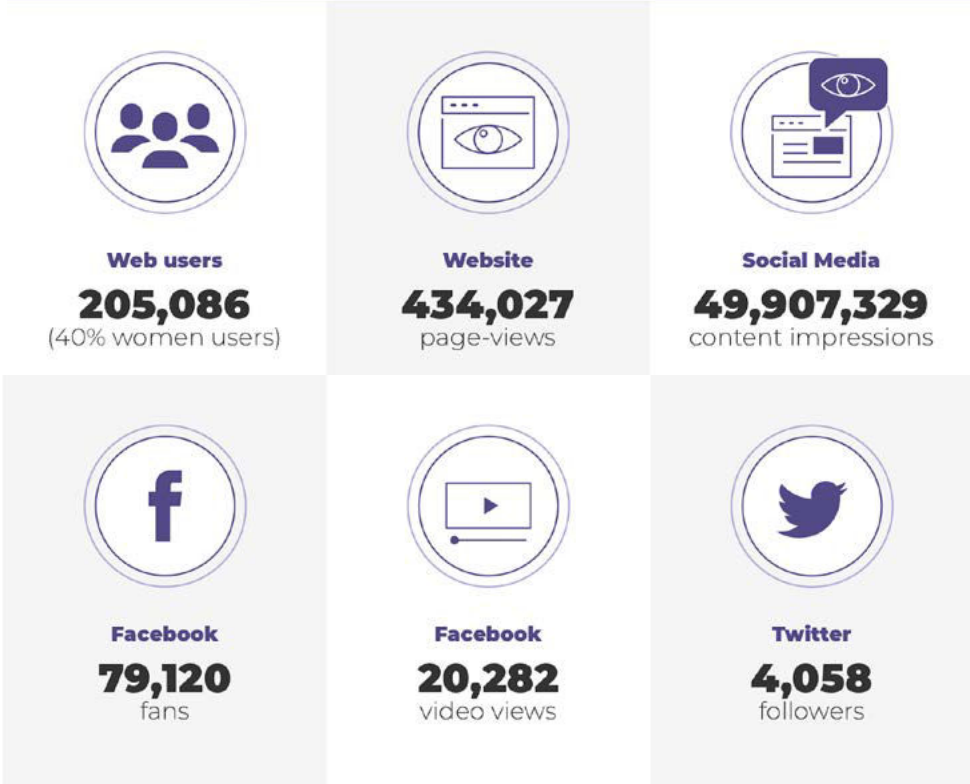
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“Benbere has done incredible work with this campaign. It has convinced young people they should and could be politically mobilised around issues that directly affected them and they are now convinced that they can change the course of things.”

Message from Mirjam Tjassing, former Political advisor at the Dutch Embassy, currently representative of NIMD for Sahel, based in Bamako.

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Benbere in 2019





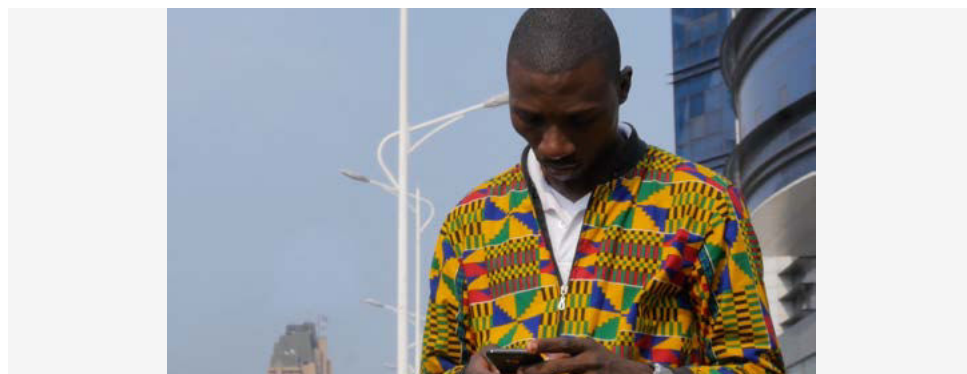
Launched in June 2016, Habari RDC has developed a strong presence, offering alternative perspectives to its young audience. The platform brings together young Congolese from across the political spectrum.



Articles, videos, infographics and photographs are produced by over 100 bloggers and change-makers from across the country, with local offices in Goma, Kinshasa, Lubumbashi and Mbuji-Mayi. Habari RDC encourages free and responsible discussions by its online community on the country's various political and social issues. Habari also set up a training in Kisangani last year to train local bloggers there.

Highlights of 2019

Coping with Internet shutdown



In early 2019 the government imposed a three-week internet shutdown in the wake of contested elections. Habari RDC relied on a team of three staff members living in neighbouring countries to do the work of a hundred people—bloggers, editors, community managers and webmaster— and keep the platform alive as best they could. A video in which Congolese journalist Lemien Sakalunga reflects on life during the three-week period shows just how destructive internet shutdowns can be.

Face aux Jeunes debates



A series of offline Face aux Jeunes debates were organised in 2019, providing a space for young people to address their issues directly with the relevant authorities. A debate on the role of women in rule of law in Goma led to the launch of a new Committee for Women and Girls as part of the Youth Parliament.

Sexual harassment in universities

A campaign on the issue of sexual harassment in universities included a series of debates around the country. As a result, Habari RDC was invited to participate in the development of the government's "Normes directives de lutte contre le harcèlement sexual dans les universités" (guidelines for combating sexual harassment in universities).

Developing an advocacy strategy



Habari RDC organised two Youth Forums in Goma and Kinshasa with more than 300 participants including vice-governors, mayors and members of Parliament as well as leaders of youth-led organisations, young entrepreneurs, university students and a representative of the Dutch Embassy.

Using the hashtag #YouthForumKinshasa, the Forums reached more than 8,000 other young people through social networks. They aimed to identify the major challenges facing young people in RDC and to formulate recommendations for advocacy around three themes: Inclusive governance; entrepreneurship and youth employment; and health and development, with a specific focus on SRHR.

More than 45 challenges were identified, and 65 recommendations were made. These results will be used for advocacy at national and provincial levels as well as with embassies of relevant governments funding development aid.

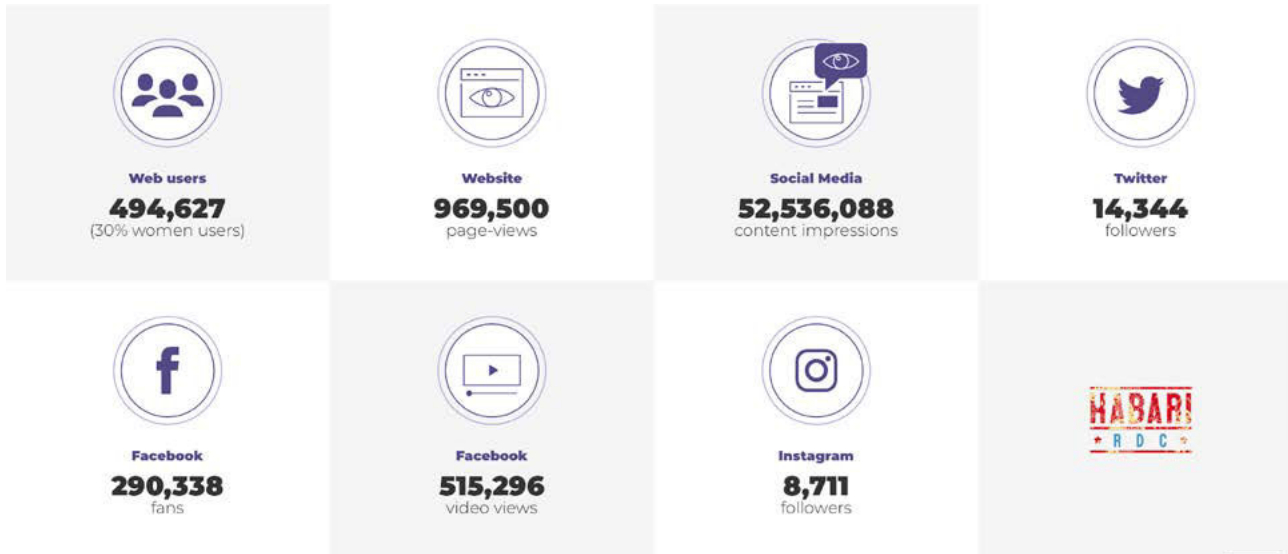
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“I personally appreciated the methodology adopted by this dynamic and inspiring team of young bloggers who have a state of mind similar to Si Jeunesse Savait. Beyond the campaign, it was above all a very beautiful adventure that I ask to start again on the same theme or perhaps on other subjects.”

*Message from Richine Masengo,
Executive Director of Si Jeunesse Savait.*

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Habari RDC in 2019





Yaga brings together Burundi's best bloggers and influential change-makers from across the political and social spectrum. Yaga in Kirundi means 'to tell' or 'to share a story'. Since its launch in 2015, the platform has grown to become an alternative civic space in a challenging media environment.



The Yaga team also implements offline activities, mainly in the form of debates, in Bujumbura, the country's largest city, but also in areas like Gitega, Ngozi, Cibitoke. Politicians and decision-makers actively participate in Yaga events and engage in dialogue with young people. Yaga is a leading platform for non-polarised unbiased information for Burundian youth to engage on the issues that matter to them.

Highlights of 2019

Motion design and explainer video



Yaga was the first media producer in Burundi to use motion design after trainings from journalists from Le Monde. Motion design is a video production method using animation techniques and offers a safe and innovative way to communicate in a politically sensitive context.

With motion design, Yaga can avoid working with real Burundians who could be recognised and face subsequent challenges. Its visual quality also makes it more accessible for young people who are less literate. These videos are all made by young Burundian cartoonists, bloggers and video-makers. The first example triggered a high level of interest and was shared more than 800 times.



Winner Award for Innovation



Yaga Burundi took second prize in the Francophone Awards for Innovation in the Media. The awards recognise innovative approaches to new ways of accessing and consuming information and are open to all media outlets in the 57 member states of the International Francophone Organisation (OIF). Presenting the award, the Secretary General of the OIF said: "This prize for innovative media makes it possible for us to honour the talents that are able to reach large numbers of young people. Access to quality information is a value we need to protect."

“

“When they put a topic on the agenda, it's always with the participation of the person who is responsible for it, and they spend time investing in a relationship and don't criticise just for the sake of it but actually talk about how we can improve constructively. Their approach is open, positive, and lets each side express themselves with the seriousness of the debates we're taking part.”

Message from one of Yaga's partners.

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Yaga Burundi in 2019





Justice4Her works to strengthen the rule of law to reduce Gender-Based Violence (GBV) against Chinese women migrant workers. Diverse online channels and offline activities aim to raise awareness of the issues, inform this target group of their rights, amplify their voices and support their access to justice.

In 2019, and with special support from the PepsiCo Foundation Justice4Her started implementing activities to develop the life (including digital) skills of young Chinese women. This area of work is being rolled out in collaboration with the International Youth Foundation (China).

In 2019, 18 GBV cases were taken to court and 1,400 consultations given via the growing pro-bono legal services network.



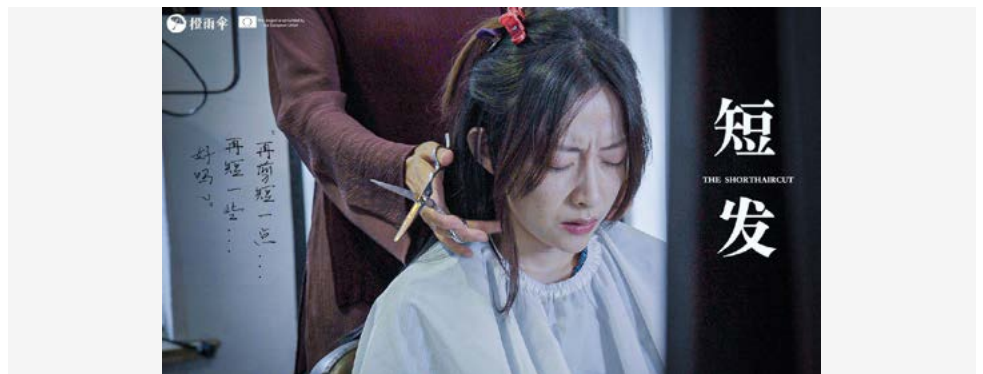
Highlights of 2019

Gender-Based Violence



In 2019 the Justice4Her and Love Matters China teams worked together with UNWOMEN China on a social media campaign around the official UN theme #OrangeTheWorld of the 16 days Campaign against Gender-Based Violence. A group of UN agencies, embassies, key opinion leaders and celebrities participated in the campaign, including UNFPA, UNESCO, ILO, American and the Dutch Embassy.

Report on GBV migrant women



Research on GBV among female migrant workers in Beijing, Shanghai, Guangzhou and Shenzhen was conducted in 2018 together with Beijing Normal University. The report was published in 2019 and attracted coverage from more than 10 major media outlets in China. A state-owned journal, 'Reference on the Rule of Law', also covered the report. This journal is a legal reference for the Communist Party and government leaders so policy-makers will now have access to the data and conclusions from Justice4Her's research.



China-Europe Dialogue



The 'China-Europe Dialogue on Rule of Law and Gender-Based Violence' was implemented in November 2019. Ten Chinese pro bono lawyers, national and local congress representatives and experts visited a group of Dutch and European organisations, including the Dutch Ministries of Foreign Affairs and Justice, the Dutch Human Rights Ambassador, the Dutch Council for Legal Aid, the EU Parliament and Human Rights Commission as well as relevant NGOs and support organisations such as the Dutch Police in The Hague.



The one-week programme aimed to facilitate knowledge and experience learning and exchange between Chinese change-makers and their European peers. All 10 Chinese participants reported afterwards that they had increased knowledge which would be integrated into their future work.

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“The visit of the Chinese delegation to the Dutch police was enriching and very special. The delegation asked a lot of questions and was very interested in the work of the police. They had a special angle, so we had to change our assumptions. Interesting, different and challenging.”

Quote from the Dutch Police Bureau in The Hague

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Justice4her in 2019



“

“Through your platform I started to pay attention to domestic violence issues and I started to realise that the whole Chinese society is tolerant to domestic violence, people around me usually treat it as a family issue. I would like to contribute to changing the stereotypes.”

Message from a user

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08. SRHR THE PROGRAMME



In the second half of 2019 we organised a strategic review of our work on SRHR, involving a broad consultation process. As a result of the review we decided to broaden the scope of our SRHR work, maintaining and building on the successful Love Matters programme but also moving beyond it to develop an umbrella SRHR programme.

Broader programming

The new strategy allows us to provide wider and more diverse SRHR programming with locally designed interventions based on local needs, more comprehensively supporting Sustainable Development Goals (SDGs) 3 and 5 on health and wellbeing and on gender equality, respectively. We will also continue to support SDG 4 by provide learning opportunities for young people around all aspects of love sex and relationships and making informed choices.



Changes in our SRHR programming

In line with the new SRHR umbrella programme, in 2019 we launched a number of new initiatives in Burundi, Libya, Yemen and Mali. Further expansion of the Love Matters programme had been planned for these countries in 2019 but research and the experience of RNW Media' Citizens' Voice teams working in the countries made it clear that the Love Matters approach was not going to be the most effective way to achieve our SRHR goals in these contexts.



In Burundi, Libya and Mali it was decided to incorporate SRHR within the existing Citizens' Voice platforms, where young people had also demonstrated clear SRHR needs.

Linking the SRHR programme with the Citizens' Voice programme is a good way of addressing young people's needs in a holistic way, promoting young people's human rights in any one context more comprehensively. In Yemen we decided to partner with an existing local SRHR initiative, the Yamaan foundation. Each of these new SRHR activities have been developed following a user-centred and data-driven methodology whereby we for instance analysed data from Google Analytics of the different platforms, Google Trends and surveys. This methodology has been applied consistently to each project and as a result, every SRHR project has a tailored, localised SRHR strategy, knowing which topics to tackle and which content formats work best.

New SRHR initiatives

Yaga Urukundo



For Yaga Burundi launching the SRHR project, Yaga Urukundo ('let's talk about love') was one of the most important changes in 2019. Yaga Urukundo also became a partner of the 'Joint Programme' partnership with CARE Burundi,

Cordaid, Rutgers and UNFPA supported by the Dutch Embassy. The objective is to reflect young people's experiences and testimonials around SRHR—sharing opinions on the importance of access to comprehensive sexuality education (CSE) and addressing sensitive or taboo issues like intimate partner violence. Yaga Urukundo community managers have used the community management techniques shared during the 'Week of International Learning' by colleagues of the Love Matters Network to change its posts on Facebook and spark a really high engagement with hundreds of comments from young people.

Ladamour



Ladamour is the new SRHR component integrated in the Benbere platform in Mali and based on the Yaga Urukundo model. It was launched in the frame of the 16 Days of Activism Against Gender-Based Violence (GBV) and deals with topics such as Love & Relationships, youth-friendlier SRHR and legal services and the right to birth control. Since its launch Ladamour has approached local women's CSOs and a workshop has been offered to 18 staff members from 10 CSOs to strengthen their capacity to increase their online visibility. Ladamour also offers offline spaces to discuss SRHR issues openly and captures some important experiences that are disseminated through videos online. Young Malians are offered peer experiences, testimonials and information on sexuality, GBV, female genital cutting and the social pressures young Malians face in their relationship choices and realities regarding SRHR.

SRHR Libya



In February 2019 RNW Media did extra research on SRHR to complement and update the original SRHR research that was done in Libya during the inception phase of 2017. Back then the researcher wasn't able to obtain all the information nor run focus groups with young people due to security issues and potential risks. The desk research incorporated recommendations of how to proceed. After

evaluating our options and discussions amongst the team, we decided to move forward by addressing SRHR on the existing Citizens' Voice platform Huna Libya and train the team on the new programme. Despite the fact that the work on SRHR in Libya is only in an early stage, data from the Huna Libya platform shows that 'health&youth' is the second most popular content category compared to other issues that CV Huna Libya addresses.

SRHR Yemen



In 2019, we launched our SRHR Yemen project in partnership with Yamaan foundation for health and social development. The project focused on building the capacity of Yamaan to make their SRHR Facebook community and hotline youth friendly by providing relevant, accessible and non-judgmental content. To ensure the programme would serve young Yemeni's needs, we undertook a social listening project analysing two years of questions received through Yamaan's social media and hotline. Using the results of the research together with a skills analysis, a series of trainings were designed and implemented to strengthen Yamaan's skills on social media engagement, tailoring SRHR content for young people, and digital marketing. As a result, engagement on Yamaan's Facebook page increased by 81% in the second half of 2019 (from 11 thousand to almost 60 thousand) while the total reach increased almost 57% (from almost 300 thousand to almost 700 thousand).

Connecting GBV survivors with service providers

During the 16 Days of Activism against Gender-Based Violence (GBV), we launched a local campaign with Youth without Borders, a local civil society organisation, to educate people about safe spaces and services for GBV survivors. The campaign was a response to increased GBV and early marriage in Yemen and lack of knowledge about GBV services, as evidenced by Manasati30 research.



Through awareness-raising events, the campaign engaged more than 6,000 high school students offline and used online content to reach 136,000 followers in less than two weeks with positive storytelling on GBV safe spaces and services. In addition, Yemen trained 12 social workers on how to help people who have experienced violence and on how to refer them to the right service providers. The campaign increased the visibility of shelter spaces, and follow-up visits found shelter spaces visited had an increase in the number of GBV survivors served during the campaign period.



RNW Media's flagship SRHR programme, Love Matters, supports safe, healthy and pleasurable love, sex and relationships for young people (15-30 years old). Love Matters works in RDC, China, Egypt, Kenya, Nigeria and, through a social franchise based global network structure, also in India and Mexico. Love Matters platforms use a pleasure-positive and taboo-breaking approach to attract young people.

They challenge prejudices and deliver accessible evidence- and rights-based SRHR information driven by young people's interests and needs. Young people are then better able to make informed decisions and improve their access to appropriate services and commodities.



Love Matters Global Network



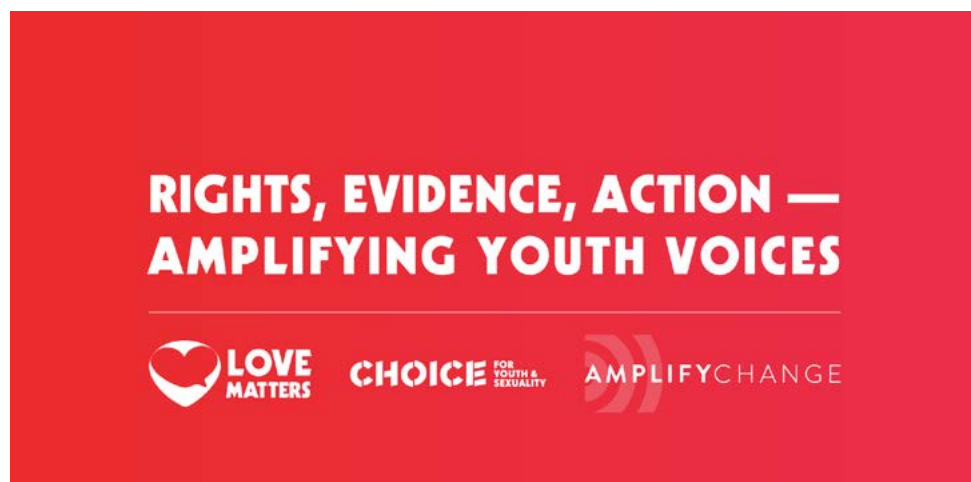
To make sure that the Love Matters platforms will be able to continue independently from RNW Media in the future, RNW Media created the Love Matters global network, based on a social franchise model. More about this is to be read in the section about sustainability. In 2019 the SRHR platforms had a total reach of more than 505 million, a social media community of around 7,5 million and a total content impression of almost 1,500 million.

Impact study



An impact study of the Love Matters platforms in Nigeria, RDC, Egypt and China was carried out in 2019. 70% of the nearly 1,500 survey respondents reported that engaging with the platforms had positively impacted their lives. Women and girls benefit relatively the most from the Love Matters platforms; 80% of total female respondents indicated that engaging with the platforms has had a positive influence in their lives.

Rights Evidence Action — amplifying youth voices



Supported by an AmplifyChange strategic grant the Rights evidence action—amplifying youth voices (REA) programme works at the intersection of digital media, SRHR and advocacy to influence attitudes, social norms and policies in favour of the SRHR of young people, including LGBT youth.

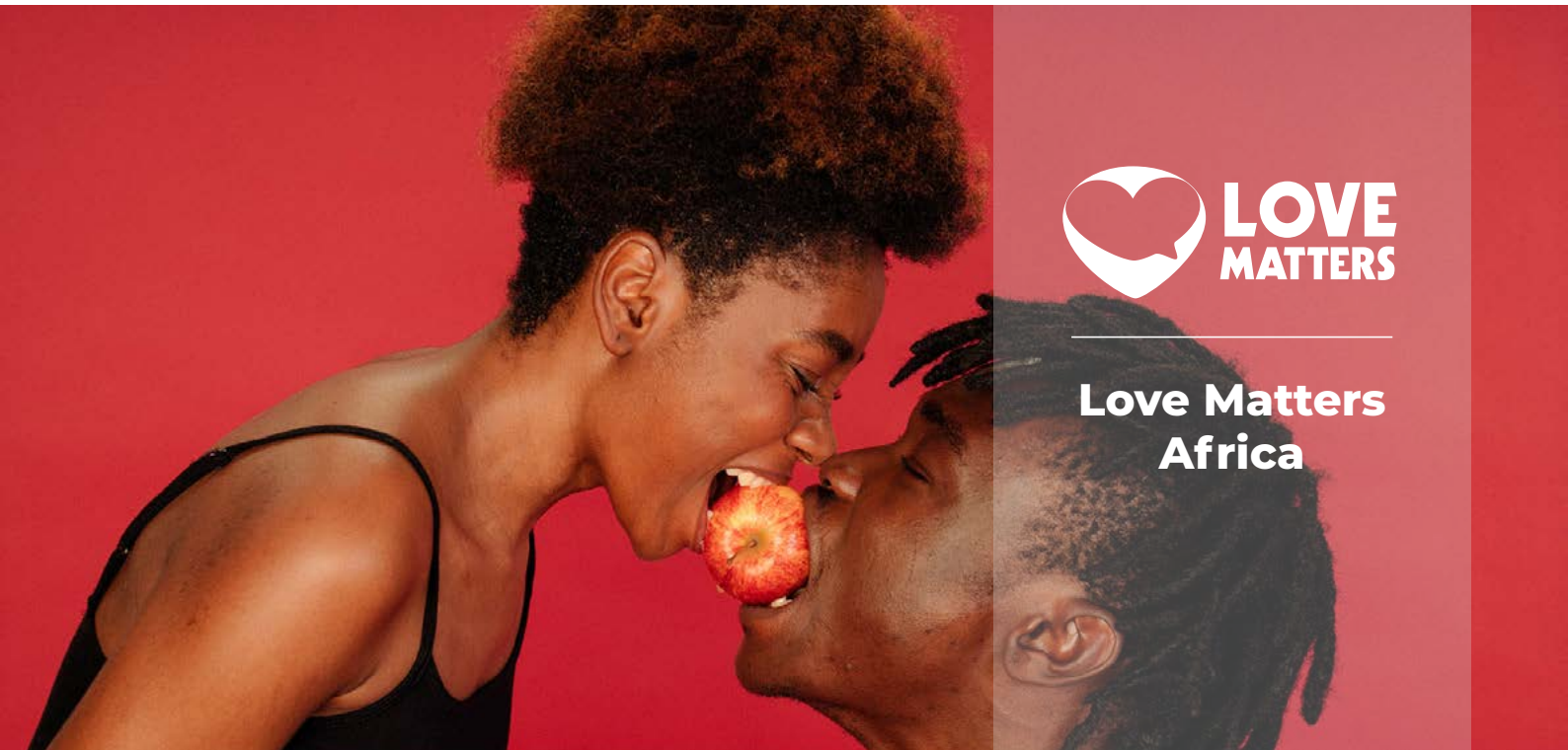
The programme is a collaboration between RNW Media and CHOICE for Youth and Sexuality, complementing each other with their expertise. CHOICE has a long track record in advocacy while we bring in digital media component expertise and innovative data approaches (such as social listening and online surveys amongst young people that are boosted by social media). The two organisations also work with local youth-led partner organisations directly. The initial three-year REA programme was implemented in India, Kenya, Uganda and Nigeria and ended in the last quarter of 2019. A further one-year iteration in RDC and Nigeria began in the first quarter of 2020.



REA highlights in 2019 included the YouthUpUN! Campaign on meaningful youth participation in structures at the UN in Geneva. CHOICE for Youth and Sexuality was in the lead and we provided support with visuals and core advocacy messages based on data to complement CHOICE's trainings and meetings.

The REA consortium came together in Uganda to reflect on three years of programme implementation as well as the partnership itself. All partners experienced great complementarity of organisations in their implementing countries as well as in the consortium as a whole. One of the main lessons learned was that linking and learning between partners is vital to smooth implementation and greater efficiency, and that this should be embedded throughout the life of a programme.

09. LOVE MATTERS THE PROJECTS



The Love Matters Africa platform has grown from a small team based in Kenya, into a regional African platform that covers Anglophone Africa, as well as the African diaspora. Through its direct, open and inclusive approach to sensitive topics, Love Matters Africa has been able to navigate the delicate landscape of reproductive health beyond disease, into the social factors that influence behaviour in young people such as relationships, cultural norms, marriage, religion, social barriers and stigma.

Throughout 2020 we will be separating Love Matters Africa into country-specific platforms. Any new country under Anglophone Africa will have their own social media platforms in order to reach young people in a language and tone of voice that is unique to their country and social landscape. We believe that the greatest impact is created when young people recognise themselves in our work, and localised content is crucial. There is also room for regional learning and sharing so the umbrella Love Matters Africa website will remain with multi-country content.

Highlights of 2019

Changing attitudes



As part of the REA programme, Love Matters Africa conducted an End-line Survey to assess the overall impact of the SRHR advocacy programme over the 3-year implementation period. One-third of respondents reported that engaging with Love Matters’ content led to having a more positive attitude towards LGBT persons, especially in relation to their right to equality and freedom from discrimination.

Safe abortion

Love Matters Africa took part in a consortium of CSOs advocating successfully for the reinstatement of the Standards and Guidelines for Reducing Morbidity and Mortality from Unsafe Abortion in Kenya. The re-instatement means that women can now access abortion and post abortion services at government-sanctioned health facilities, including Marie Stopes clinics, and the government is mandated to train its health care providers providing the abortion services. Love Matters Africa also created content for young people relevant to the ruling.

Love Matters Africa in 2019



Web users
764,826
(47% women users)



Social Media
61,460,777
content impressions



Facebook
1,457,156
fans



Twitter
2,688
followers



YouTube
2,374
video views



Instagram
80,813
followers





**Love Matters
Naija**

Love Matters Naija was launched in June 2018 targeting young Nigerians via Facebook. The Facebook page took off rapidly, building a highly engaged community of 500,000 followers in less than 18 months. To enable the team to serve their audience more effectively, a dedicated website will be launched in the first quarter of 2020.

Love Matters Naija established itself as a strong presence in 2019. Platform moderators Victor Ogbodo and Nelly Kalu featured on one of Nigeria's up and coming media houses, News Central TV, discussing gender-based violence. The team also took part in the National Conference on Inclusivity, Equality and Diversity at the University of Lagos. Love Matters Naija launched a series of vox-pop videos on YouTube as well as channels on Instagram and Twitter, and a direct call line and WhatsApp messaging, to collect the opinions of young Nigerians on SRHR related topics and link them to near-by service providers.

Highlights of 2019

Research

One year after the Love Matters Naija platform was established, a baseline research was done in 2019 to provide a snapshot of the platform's current audience and their knowledge, attitudes, and practices related to SRHR topics.

70% of respondents indicated that reading and engaging with Love Matters Naija had influenced their perspective or opinion on SRHR issues. Users reported changes in knowledge (33%) and attitude (32%), as well as sexual practices. In 23% of the responses, respondents indicated a change in their behaviour ranging from improving their sex life to leaving an abusive relationship.



Advocacy for LGBT people

The Love Matters Naija team met with the United Nations Special Rapporteur for Housing in Abuja, Nigeria in 2019. The team presented its online findings and stories on the discriminatory living conditions that affect young LGBT communities in Nigeria. The UN Special Rapporteur included these findings within her overall report to the United Nations and presented recommendations specifically on LGBT access to housing to the Nigerian government as part of her findings. This demonstrated the effectiveness of grassroots, unfiltered evidence from young people on issues that directly affect them.



Love Matters Naija in 2019



Facebook
381,012
fans



Facebook
771,790
total engagement



YouTube
175
video views



Love Matters Rwanda was launched in February 2019 under the regional Love Matters Africa platform to provide easy-to-access SRHR information in Kinyarwanda to an audience of over 4,000 young people. To achieve the highest impact, Love Matters Rwanda built a strong link between offline SRHR work and online youth engagement, establishing a partnership between Pax Press Rwanda, a journalism-focused organisation, and Tantine, a youth-led mobile health phone application platform. In December 2019 we handed over the Love Matters Rwanda platform to Tantine so the organisation could take it forward as part of their mobile application content strategy.

Tantine can then also offer direct access and referral to SRHR services and counselling through their team of young medical doctors.



Highlights of 2019

Creation of strategy

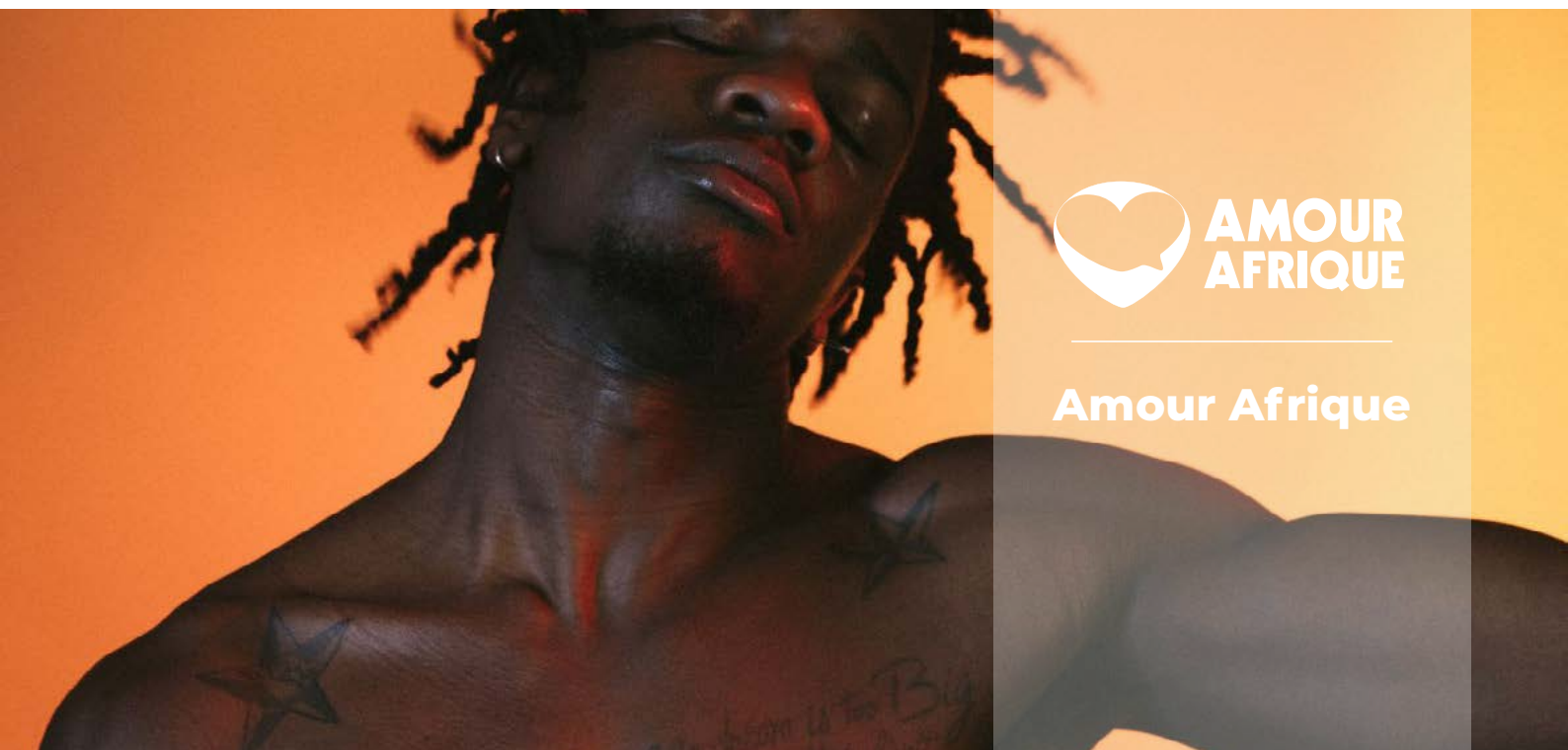
This partnership was able to create a strong implementation strategy to bring the needs of young Rwandans to the online work of Love Matters and Tantine. Love Matters Rwanda trained journalists on SRHR to reach to a nationwide level, and the Tantine mobile application provided a link to SRHR counselling and services via the Tantine.



Handover

In December 2019 we handed over the Love Matters Rwanda platform to Tantine so the organisation could take it forward as part of their mobile application content strategy. In this way we ensure Tantine can continue to serve young Rwandans on SRHR with readily available content in Kiyarwanda. Tantine can then also offer direct access and referral to SRHR services and counselling through their team of young medical doctors.





The DRC-based, French language Love Matters platform Amour Afrique was launched in February 2019.

To ensure the platform would attract and engage young Congolese, RNW Media, together with local consultants and members of its existing local team for the Habari RDC platform, carried out intensive research including focus group discussions with young Congolese to better understand their needs, knowledge, attitudes and behaviour around SRHR issues.



Highlights of 2019

Learning

In 2019 the team focused on strengthening the capacities of staff members and bloggers by organising a series of training workshops on SRHR and editorial writing in Kinshasa and Goma. These trainings improved the quality of the content, increasing followers' engagement.

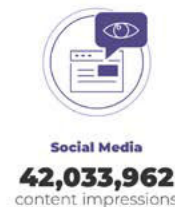
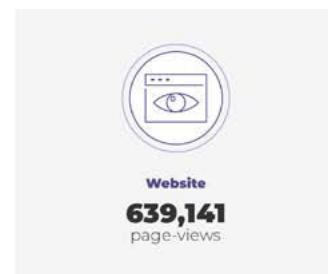
Gender-based violence

Together with the Citizens' Voice team in RDC, Amour Afrique organised a series of events called "Face aux Jeunes" in 4 regions to contribute to the fight against the sexual harassment of women and girls in the workplace. The events provided a space where young women could safely share their experiences with each other as well as with human rights defenders. Participants were informed about relevant legislation and encouraged to report all forms of violence and harassment that they may face.

Sensitisation on family planning

Offline, Amour Afrique worked in Goma to raise the awareness of women in the military on family planning and the risks they run by giving birth to several children. At the end of the workshop, many participants said they had decided to use a condom when having sex.

Amour Afrique in 2019





Love Matters Arabic, based in Egypt, is unique for its credible, comprehensive and youth-friendly Arabic-language content on sexual health and wellbeing. The platform opens up the topic of sexuality for young people in a region where talking openly about sex is deeply taboo.

Since launching in 2014, it has become the leading source of non-judgemental, evidence- and rights- based information on SRHR for young people in the Arab region. Love Matters Arabic also regularly offers trainings for local partners (CSOs) in effective use of social media as well as youth-friendly and pleasure-positive comprehensive sexuality education (CSE).

Highlights of 2019

Sexual pleasure campaign



The Love Matters Arabic team designed and implemented a campaign around sexual pleasure, a highly sensitive topic in the conservative Egyptian context. The week-long campaign generated the highest reach and engagement the platform has seen since its launch.

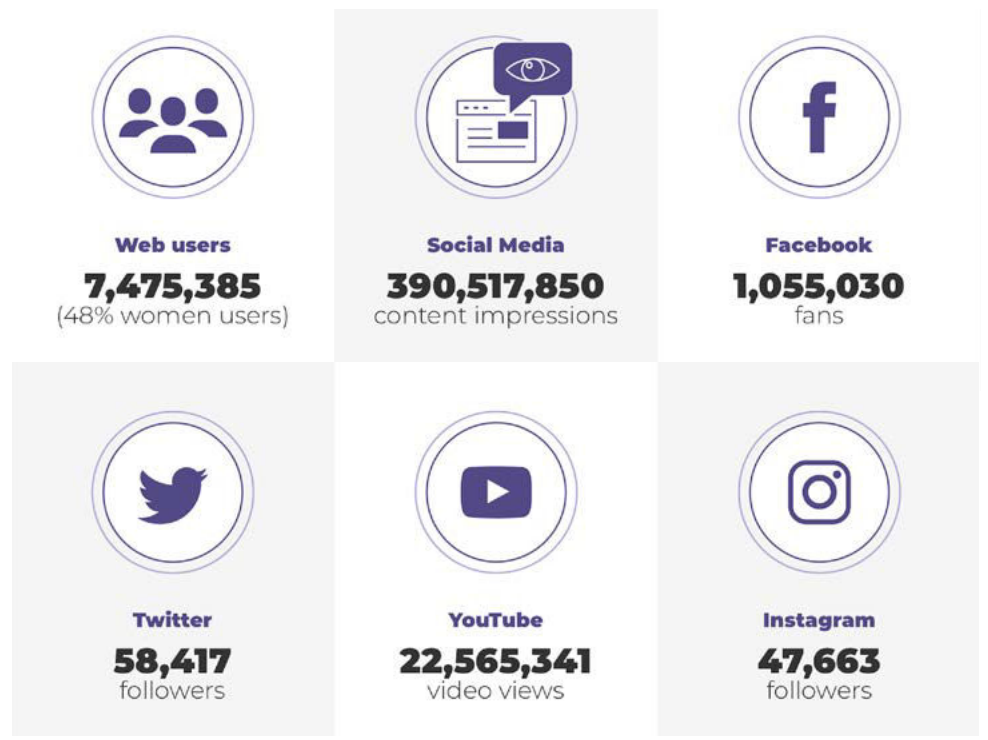
In total, the content created for the week-long campaign reached more than 7.7 million people and generated more than 1.1 million interactions (likes, comments, shares). It also attracted international media attention, featuring in both a BBC documentary, created by Shereen El Feki, author of Sex and The Citadel, and an article on the BBC Arabic News channel.



Capacity strengthening

Love Matters Arabic expanded the scope of its trainings for local CSOs in 2019. Workshops on social media engagement were given to Y Peer Egypt network and provided training for the new SRHR partner in Yemen. Comprehensive sexuality education (CSE) workshops were also organised for the medical students' organisation IFMSA Egypt and for Y peer Egypt. Love Matters Arabic has now established a reputation for high-quality CSE training and in 2019 developed a toolkit and manual for use in schools which will be distributed in the first quarter of 2020.

Love Matters Arabic in 2019





There is a massive demand for reliable, evidence- and rights-based and sex-friendly information in China. Love Matters China was established to meet this need – and to reach the 78% of young people in the country who use the internet as their primary source of information on SRHR.

The young China-based team work in sometimes difficult circumstances to enable young people in China to understand and claim their SRHR. The sexual health resource developed by the project team, including 8 chapters and over 100.000 words, is the most comprehensive online database on SRHR in China.

Highlights of 2019

Same-sex marriage



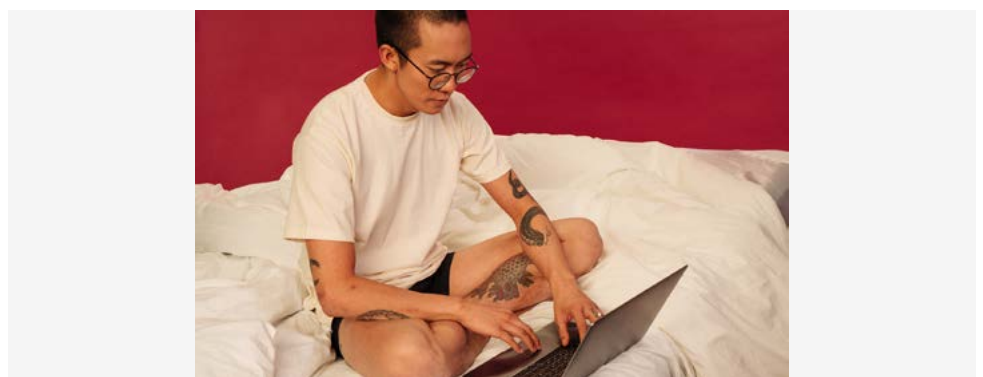
A Love Matters China post on legalising same-sex marriage in Taiwan became a meme on Weibo reaching nearly 40 million views with 59,540 reposts, 44,460 comments and 183,151 likes. Yonghao Luo, CEO of Smartisan, one of China's leading technical and digital companies, shared the post with his more than

16.2 million followers. Sentiment analysis on replies to the post showed that most users felt happy about legalising same-sex marriage and want to see more understanding and equality for same- sex couples.



Big data report

In 2019, Love Matters China conducted national research together with the China Family Planning Association and Tsinghua University. The research included a needs and engagement analysis that involved scanning two popular Chinese social media platforms, Baidu and Zhihu, using a social listening methodology and technique. It was China’s first big data research in the field of SRHR and also involved legal research analysing SRHR related civil and criminal cases in the past five years.



The project generated insights on information needs and online behaviors and how the Chinese legal and political systems respond to SRHR related crimes. Love Matters China shared the research findings with over 200 governmental officials, NGO professionals and experts via the 6th Bi-Annual Sex and Reproductive Health Forum of Mainland China, Taiwan, Hongkong and Macao and the Annual Conference on School Sex Education organised by the China Sexology Association.



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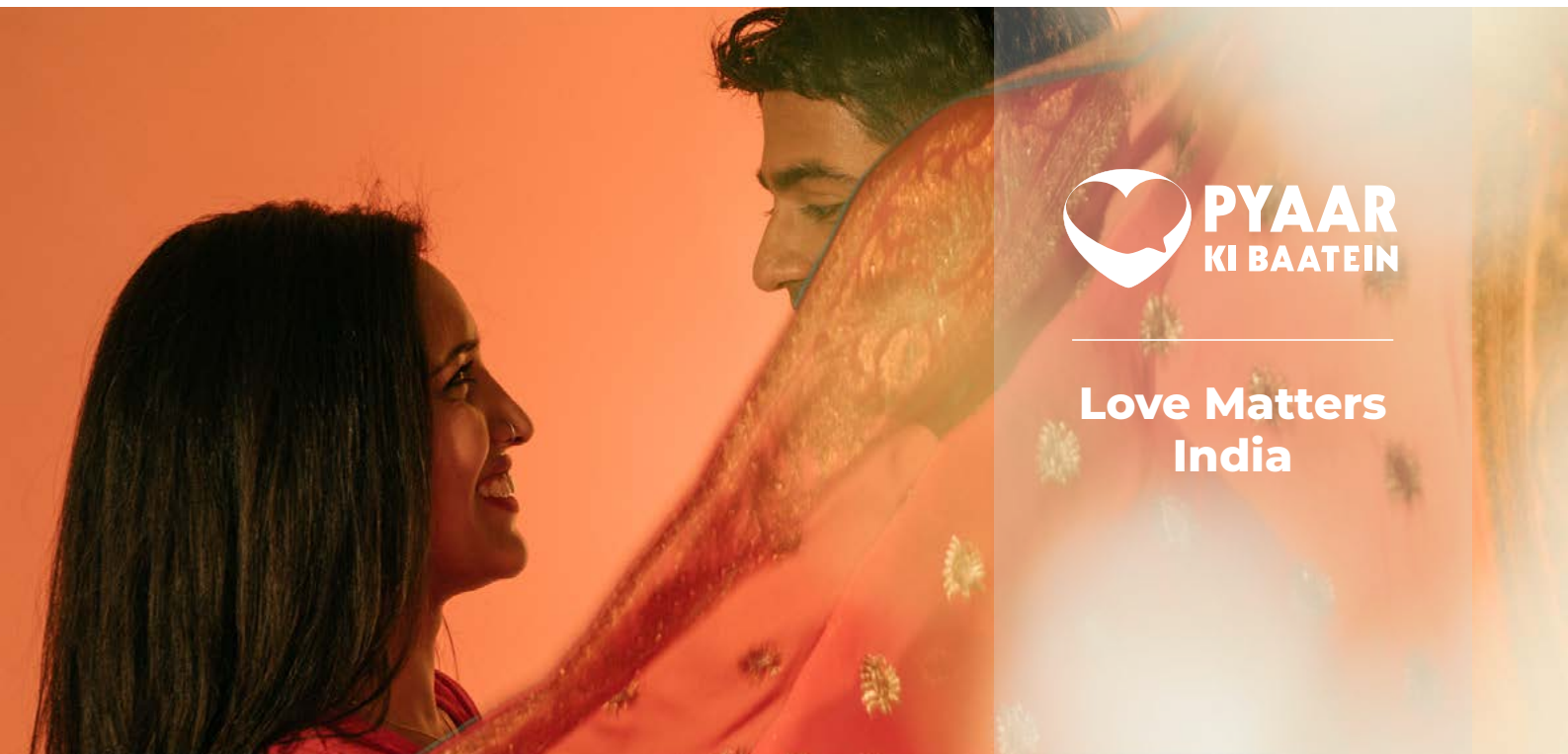
“As my mentor as well as a friend, Love Matters made me realise I could enjoy my sex life as I want.”

Message from a user

”

Love Matters China in 2019





When Love Matters India launched in 2011, it was the first project in the country to use the internet to bring young people information on 'love, sex, relationships and everything in between'. Nine years later, Love Matters India is available in both English and Hindi and is established as a major SRHR player. At the end of 2019 Love Matters India was the second platform to become independent under the new social franchise model.

Highlights of 2019

Abortion and reproductive rights fest



Love Matters India, in collaboration with local youth-led NGO Haiyya, organised a large-scale event to mark World Safe Abortion Day in 2019. The Abortion and Reproductive Rights Fest sought to welcome all, including the most vulnerable and marginalised and engage them in a conversation about abortion with diverse stakeholders. The range of activities– storytelling, doctor consultations, performance art, sharing of important resources on abortion rights– meant the fest had something to offer everyone while changing attitudes. In their feedback,

participants reported that they had gained new insights into abortion as an SRHR issue.



Power of TikTok

Love Matters India partnered with Population Foundation India for an awareness campaign via the short video platform TikTok which is hugely popular in India. Called #CoolNotFool, the campaign reached over 280 million users in India with 25 short videos in Hindi and Hinglish.



In the video Bollywood-style formats and songs were used to talk about condoms, contraceptives, consent, healthy relationships and family planning. Users responded enthusiastically, sharing videos they'd made themselves using the same dialogue.

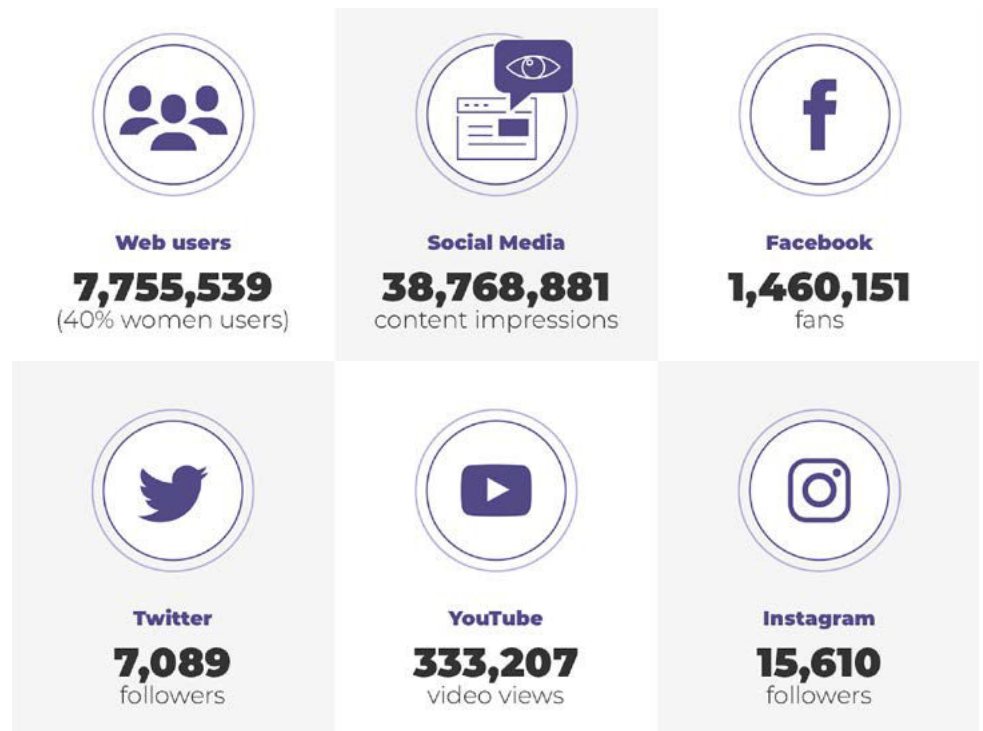
Conquer event



Another successful event, organised together with the Keshav Suri Foundation, brought together diverse stakeholders, including members of the LGBTQ community, from different fields (education, health, media, law and policy) to collectively assess the problems India's LGBTQ community experiences.

They also discussed how to increase representation from the LGBTQ community to make spaces more equitable and fairer since the Indian law penalising same sex relations became unconstitutional in 2018. The event was well attended by the media and resulted in some concrete recommendations and suggestions by stakeholders from within the different fields.

Love Matters India in 2019



10. RNTC MEDIA TRAINING



RNTC provides training for media professionals from all over the world: from journalists and programme-makers to social activists and communication professionals from non-governmental organisations. In the past 50 years, RNTC has gained invaluable expertise in delivering courses around the world, and in the role media can play in society, especially in countries where media freedoms are restricted.

RNTC conducts trainings in producing quality content and media campaigns for social change. Trainings build skills to combat misinformation and disinformation and to produce engaging, fact-based, non-biased and critical content that facilitates debate and serves the public interest.



Highlights of 2019

Tailor-made trainings

Tailor-made trainings were created for CEOs and media managers along with skills-based training for journalism students from the Erasmus Mundus Programme at the University of Amsterdam and journalists at the Women Deliver conference. Thanks to these courses, over 165 journalists honed their skills to create media for social change and 50 media company leaders learned how to digitalise their companies. RNTC also provided training to 60 journalists in Kenya on advocacy for gender equality as part of Women's Deliver's 'Deliver for Good' campaign.



Media for development

RNTC also offered specialised capacity building for NGOs and development professionals. As part of a new partnership with CARE Netherlands, RNW Media with its RNTC training programme joined the existing strategic partnership, 'Every Voice Counts', supported by the Ministry of Foreign Affairs of The Netherlands.

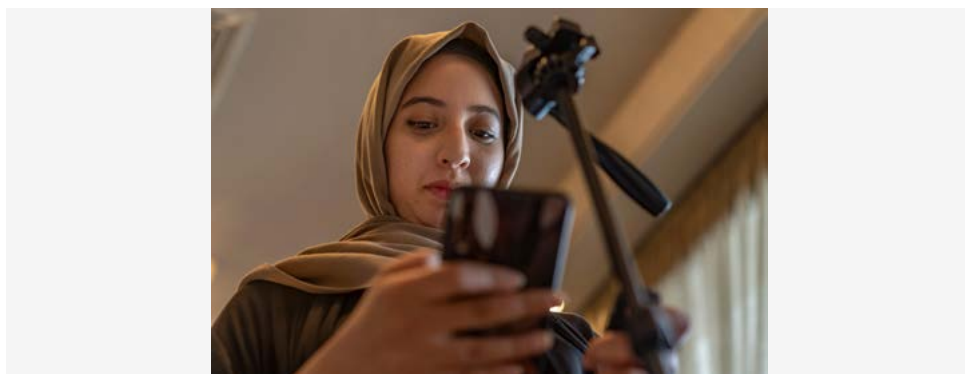


In another partnership with CARE Netherlands, RNTC has built the capacity of country teams, local NGOs and media partners in Burundi, Sudan and Rwanda to create engaging campaigns that empower young men and women as role models and enables them to stand up for their rights. The campaigns call on the governments and other authorities to be accountable and support inclusive governance.

Countering extremism

In Erbil, Iraq, with funding from the Ministry of Foreign Affairs of The Netherlands and the European Union, RNTC built on an earlier collaboration with Spark! to counter violent extremism. RNTC supported Spark!'s local team to conduct focus group discussions with Kurdish youths and set up a survey about the needs of

young people around polarisation in politics that leads to radicalisation. RNTC also provided a 10-day training to 17 youth activists in Erbil to develop behaviour change campaigns and strategic communication campaigns.



Trainings for CSOs and youth activists

In August RNTC launched a programme with TechSoup (programme leader), providing training to civil society organisations in 15 countries in Central and Eastern Europe (CEE). For that purpose, RNTC developed a toolkit that included such topics as digital safety and security, media literacy and developing counter-narratives to fight shrinking civic space. In total there were 20 trainings with 200 participants trained.

Also, with TechSoup and their partners in France, Greece and Poland, RNTC developed a curriculum and training materials to empower youth activists working to counter radicalisation. The 'Game Changer' trainings, funded by the EU Internal Security Fund, trained 24 young campaigners with the tools they need to run successful campaigns.



11. PMEL AND RESEARCH



RNW Media has a comprehensive monitoring and evaluation strategy. It consists of a mixed-method approach in which we combine quantitative data collection and qualitative research, and analysis methods from both digital and non-digital sources. Our web analytics allow us to track and analyse how well our platforms are doing on an ongoing basis.

Mix of methods

In addition, we capture our teams' progress towards their strategic goals through quarterly progress reports, including both narrative updates and quantitative indicator data. At strategic moments, we conduct surveys and focus group discussions to collect input from our target groups. We also conduct baselines, midterms and end-line evaluations for programmes, and we apply the Outcome Harvesting method to verify our contribution to outcomes observed throughout a programme period.

Improved measuring

In 2019 we revised our indicator framework, resulting in the creation of an organisational Theory of Change (TOC) as well as the respective ToCs for our thematic programmes. Consequently, we revised our indicators so the organisation would be able to track in more detail the changes that our work brings to young people. Notably, as part of this improvement to our measurement system we are also able to better capture the effect of our advocacy.

Transforming attitudes



In 2019, research into our Citizens' Voice programmes in eight countries found that a large majority (nearly 70%) of young people in our communities reported experiencing a change in knowledge, attitude and behaviour as a result of participation in our platforms. They reported greater acceptance of diversity, being more open to different viewpoints and becoming less prejudiced towards stigmatised groups.

Youth speak up and act

They also reported that they now express themselves more on topics that matter to them. In some countries, young people mentioned they were more likely to speak up and act against violence. In addition, the Midterm Review in 2019 showed our Citizens' Voice platforms expose young people to diverse views, norms and ways of life, make essential contributions to their understanding of social cohesion and inclusive governance and are highly successful at supporting young people to imagine different positive identities and roles for themselves.

Midterm review

The most important piece of research that took place in 2019 was the external independent Midterm Review (MTR) of the Next Generation Programme. This section reviews the findings of the evaluation as well as the recommendations. We are incorporating the recommendations into our planning and are well poised to address most of them, strengthening our reach, scope and impact.

We are still looking at how best to incorporate the recommendations into our planning. One of our immediate responses is the already planned for strategic review of the Citizens' Voice and SRHR programmes, especially in relation to the target group, addressing more vulnerable young people.

Key evaluation findings MTR

- Our country teams are successful at reaching and engaging young people, and at being responsive to their changing needs.
- The majority of our audience is higher-educated and urban.
- Generally, our digital communities are safer places than other offline civic spaces.
- Our platforms address critical, persistent gaps in information provision and youth engagement.
- Our platforms make essential contributions to young people's understanding of SRHR and social cohesion and inclusive governance.

- Our platforms support young people's exposure to diverse views, norms and ways of life.
- Our platforms are highly successful at supporting the members of our digital communities to imagine different positive identities and roles for themselves.
- Our platforms are not dominated by identity politics and/or entrenched political views.
- Our country teams are particularly astute at developing strategies to remain operational in challenging settings.
- The long-term presence of the Next Generation programme has, in many countries, provided unique opportunities due to a continuous stream of funding.

Recommendations MTR

- Develop a more fine-grained understanding of the norms we are dealing with at country level to target increasingly specific audience segments.
- Articulate more substantively how normative change can be led from urban, more educated youth.
- Capture and communicate better the strategies of our in-country teams around avoiding being targeted or censored by the state and conservative groups.
- Extend the idea of offline debates as safe spaces for decision-makers to engage with their constituents.
- Document and share our strategies for increasing women's participation (given successes in Yemen and Libya).
- Our PMEL system should better capture the various strategies we develop and adjust to reflect the value and unique character of our approach, to assess the performance of country teams and to isolate impact pathways.
- Better contextualise digital data to deepen understanding of how our audiences compare to their peers and society at large.
- Gather more data on the character of the partnerships in-country to further assist planning and risk management; many activities rely on the staff's personal relationship with other actors.
- Consider transitioning away from for-profit social media channels to increase control over content and data flows.
- Evaluate the end-line of our programme replication models that are currently under development.

Changes in knowledge, attitude and behaviour



An impact survey of our SRHR programme across 2016-2019 in Nigeria, RDC, Egypt and China showed a large majority (nearly 70%) of the young people on our Love Matters platforms experienced a positive change in relation to their SRHR. Changes ranged from increased knowledge on safer sex, female genital cutting and healthy and pleasurable relationships to changes in attitudes and behaviour. Many respondents in China expressed greater acceptance of LGBT persons and of the idea that women have a right to pleasurable sex. Respondents in other

countries also stated increased ability to express sexual needs and desires and being able to deal with abusive partners.

Pleasure Paper



The Gates Open Research is a platform for rapid author-led publication and open peer review of research funded by the Bill & Melinda Gates Foundation. The platform has accepted a paper written by RNW Media colleagues which supports the notion that young people are actively looking for sexual health information that covers the full scope of sexual experience and pleasure, including – but not limited to – the reduction of health risks. The paper provides empirical evidence from the Love Matters platforms in Mexico, Kenya, Nigeria, Egypt, and India.

Global Internet Sentiment Survey



RNW Media supported RIWI to roll out the second Global Internet Sentiment Survey (GISS) providing vital data for organisations interested in the health, freedom, and security of the Internet. RIWI is a global survey-technology and sentiment-analysis firm specialising in highly stigmatised and politically sensitive issues. Almost 50,000 people from 10 countries took part in the 2019 iteration of the GISS. The GISS results show that access to the internet is considered a fundamental right by over 80% of young people across the countries where RNW Media works.

However, more than a third of respondents don't feel safe sharing their personal views online. That number rises to almost 50% in the MENA countries –Libya, Egypt and Yemen. This finding reinforces the importance of the strategies we implement to create trust amongst our audience so they are willing to engage with our platforms. Another significant finding of the survey is that over 80% of young people who responded believe that the internet can be used for positive social change – a belief that drives the work of RNW Media.

Social listening



RNW Media uses social listening to monitor what people talk about on social media channels such as Twitter, Facebook and Instagram. It provides a real-time approach to detecting and responding to social concerns that are discussed online. This means we can process large volumes of data from different platforms and provide insights on what people are discussing there. These insights help to understand how to best engage with young people on our own platforms and also to map their stories and needs which can then be used to advocate for change. In addition, when applied to influential people, such as politicians, it can be a significant tool for developing effective advocacy strategies.

12. SUSTAINABILITY



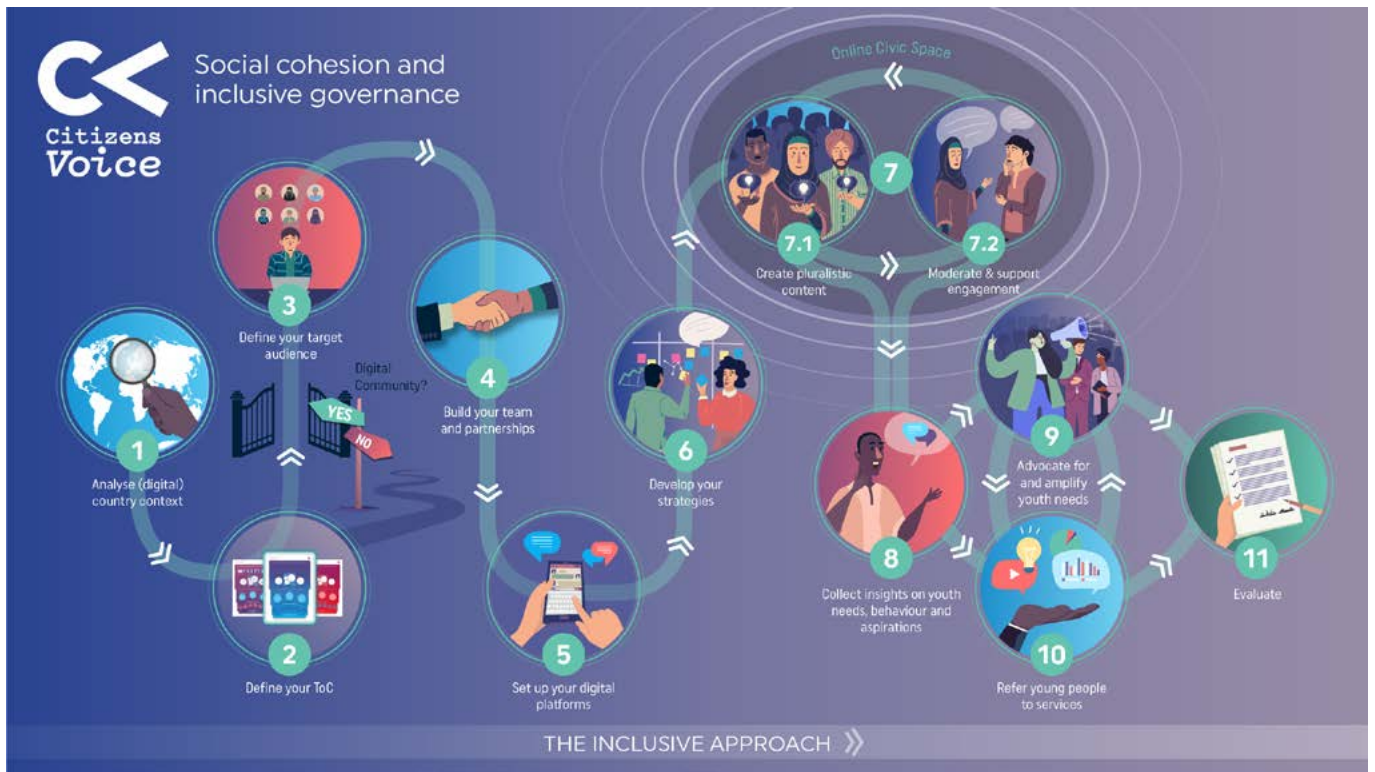
Our organisational strategy has included a strong focus on sustainability since the start of the Next Generation Programme in 2016 funded by the Ministry of Foreign Affairs of The Netherlands. Our goal is for our digital communities to become fully locally owned by partnering with other organisations or finding a host, financially independent and able to maintain and maximise impact after our funding cycles end. This is essential to ensure they can produce the best results over the long term and to make a substantive contribution to strengthening civil society in restrictive settings.



Love Matters Global Network

To build the sustainability of the SRHR programme, RNW Media created the Love Matters global network, based on a social franchise model. Under this model, independent partners take full responsibility for nurturing a vibrant Love Matters community of young people. The first platform to start working as part of the global network in 2018 was Hablemos de Sexo y Amor (Love Matters Mexico) which was handed over to national SRHR organisation, Mexico Vivo. In the last quarter of 2019, the local foundation in India, Development Corporation, took over Love Matters India. Both platforms continue to use the Love Matters pleasure-positive approach and apply the global branding.

A replicable model for Citizens' Voice



In 2019 we revised our indicator framework, resulting in the creation of an organisational Theory of Change (TOC) as well as the respective ToCs for our thematic programmes. Consequently, we revised our indicators so the organisation would be able to track in more detail the changes that our work brings to young people. Notably, as part of this improvement to our measurement system we are also able to better capture the effect of our advocacy.

13. ENGAGING WITH STAKEHOLDERS



Women Deliver



The largest global conference on gender equality, the Women Deliver conference in Canada, was a major networking and profile-raising opportunity that took place in June 2019. The Love Matters team hosted a side event on the importance of integrating pleasure in SRHR activities, the Power of Pleasure, and a digital poster presentation on game-changing advocacy for the rights and wellbeing of lesbian women and girls in Africa.

Love Matters colleagues also took part in a session on gender stereotypes in the media and maintained a lively networking space. Bi-lateral meetings with INGOs at the conference led to the forming of three strategic partnerships for RNW Media. At the request of Women Deliver, RNW Media's international media training programme, RNTC, trained 100 participants and 60 journalists on exploring storytelling when reporting on gender related topics.

Access Denied



In the context of the global SPEAK! campaign, RNW Media, in partnership with the Ministry of Foreign Affairs of The Netherlands, organised Access Denied: Click to claim your civic space, an event focusing on digital access in restrictive settings in September 2019. Keynote speaker was Human Rights Ambassador of the Ministry of Foreign Affairs, Her Excellency Dr Bahia Tahzib-Lie. She stressed the importance of everyone having access to safe and secure space online. *“Women and men across religious, racial, ethnic and regional divides should be able to come together online and express themselves freely.”*

Panelists included three of our colleagues, Rodriguez Katsuva, editor for RNW Media’s projects in the Democratic Republic of Congo, and Rawan el Nuntasar and Alzubayr Busaeidah, editors for Huna Libya. The discussion focused on shrinking civic spaces and how governments around the world are exerting control over access to the internet.

RightsCon



RightsCon is the world’s leading annual summit on human rights in the digital age. It brings together business leaders, policy-makers, lawyers, government representatives, technologists, and human rights defenders to connect and strategise. At the 2019 edition of RightsCon in Tunis in June, RNW Media’s Citizens’ Voice programme hosted an interactive workshop on building inclusive online communities, a Fireside Chat discussing the findings of the Global Internet Sentiment Survey 2019, and a Panel Discussion on creating alternative civic spaces in the digital sphere.

IGNITE



The IGNITE conference is an annual event organised by Spark, that brings together refugees, entrepreneurs and education experts, as well as representatives from the private sector, governments, academia and NGOs to exchange ideas on how to increase opportunities for young people in fragile states. Our Citizens' Voice programme was out in force at the 2019 conference in November in Amsterdam. With the economic inclusion of young people becoming an increasingly important topic for us, the event was a chance to share ideas and experience with a wide range of stakeholders and potential partners.

16 Days of Activism against Gender-Based Violence



Gender-based violence can happen anywhere, anytime to anyone—but it is never 'normal'. RNW Media's video #JustAnotherDay aimed to raise awareness of that fact and marked the launch of an organisation-wide campaign in support of the global campaign 16 Days of Activism Against Gender-Based Violence, which ran from 25 November, International Day for the Elimination of Violence Against Women, through 10 December, International Human Rights Day.

Our Love Matters and Citizens' Voice platforms in 13 countries took part in this campaign with each team focusing on a form of GBV that resonates in their local context. Intimate partner violence (IPV) and domestic violence for instance were the central topic for Love Matters in Nigeria and Kenya and for the Citizens' Voice Benbere platform in Mali. Dealing with sexual harassment at work was the theme of the 16 Days campaigns in DRC and Egypt. In China the Justice4Her and Love

Matters teams worked together with UNWOMEN on a social media campaign around rape.



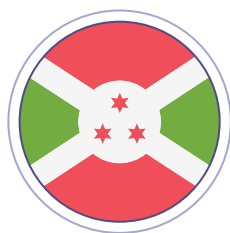
The Citizens' Voice team in Libya and the Love Matters India team both included activities targeting men in their campaign designs. Together with UNFPA, Huna Libya focused on domestic violence – physical, sexual and economic and in India the team took as the starting point for their 16 Days campaign the influence the #MeToo movement may be having on young men's views around gender, sexual relationships, intimacy and consent. The campaign in Yemen aimed to encourage GBV victims to seek help and to increase the visibility of the services available while the Yaga Burundi team took a unique approach to the campaign by focusing on the high costs of menstrual hygiene products and the struggle Burundi's women and girls face around this issue. The total reach of post messages on Facebook, Instagram, YouTube, Weibo and WeChat was almost 38 million.



Embassies

As we do every year, RNW Media and the country teams liaised with embassies all over the world in various ways in 2019.





In Burundi for instance, our Yaga team was in the lead as Master of Ceremonies of a monthly evening of entrepreneurs held at the residence of the Ambassador of the Netherlands. Theme of the evening was 'From Fail to Success' with 6 young entrepreneurs who failed in their businesses before getting back up on their feet in a panel discussion. The evening allowed the young people present to encourage each other and to connect. The team also met with the US Special Envoy in the Great Lakes region who invited a dozen young entrepreneurs together with Yaga to have a discussion on the challenges young people face. This meeting took place at the residence of the US ambassador to Burundi. Issues related to business, climate, youth entrepreneurship, security and the elections were discussed.



In DRC our team received a lot of positive feedback from both the Dutch and French Embassy staff during the visit to Kinshasa of the team's Regional Manager. The Ambassador of the Netherlands tweeted: "Successful meeting with our partners @HabariRDC and @RNW thanks to which also sensitive subjects can be discussed". The French Ambassador invited the Habari RDC team in Lubumbashi to share the team's analysis of the situation of public freedom since the last change of power in DRC. He expressed appreciation for Habari's work and encouraged the partnership with the French Institute.



When representatives from our management team visited Egypt as part of a consultation process with key stakeholders in the economic inclusion and employment field in Egypt, the team met with the Embassy of Canada and the Embassy of The Netherlands. As a result, Masaraat was invited to present at the Donor meeting of the Canadian Embassy in September 2019. This meeting was attended by several international organisations including UNFPA, Population Council, USAID, ILO, GAC, British Embassy, WISE (USAID Funded project), and the National Bank.



The Huna Libya team in 2019 worked together with the Embassy of The Netherlands on several occasions; a planned joint event to take place during RightsCon was unfortunately canceled but was replaced by an in-depth lunch talk with the Netherlands Ambassador who was very open and interested in the work of the platform.

Together with partner organisation Jusoor Centre for Studies and Development and the Embassy of The Netherlands, Huna Libya organised the concluding event in Tripoli of the the Ogbalik campaign on women and work. The event showcased projects that support the advancement of men in the Libyan workplace and working papers on the challenges and successes of working Libyan women.

Also, with support from the Embassy of The Netherlands in Libya, the Huna Libya team launched a 'draw your right contest' aiming to make young people aware of The Universal Declaration of Human Rights. There were six winning artworks, three in each category and the first winners in each category were granted awards from The Embassy of The Netherlands for a training in The Netherlands of their choosing. And in December Huna Libya organised another event together with the Embassy of the Netherlands on human rights with a collection of activities and sessions about sexual rights.



At a workshop in Kampala, Uganda, the REA programme team shared the lessons learned in the last three years of implementing REA in India, Kenya, Uganda and Nigeria. The final day of the event saw a presentation by the SRHR and Gender Policy Officer at the Embassy of The Netherlands in Kampala who noted that the Embassy is very impressed with the work that has been done under the REA programme, especially as advocacy work takes such a long time to achieve results.



In some other cases Ambassadors showed their appreciation of the work done by RNW Media's countries' teams by liking or retweeting messages: the Ambassador of The Netherlands to Yemen enthusiastically shared the flash mob video of the campaign #Don'tShrinkYourself on twitter while the Ambassador of Mali in the USA liked the tweet of Benbere's article titled "*The Malian woman must come out of the shadow of men*".

14. STRENGTHENING CAPACITY



Capacity building is fully integrated in our programmes. As RNW Media (in Hilversum and at country level) we have strengthened our skills on for example project management, webpage development, data security and PMEL and have supported partner organisations (CSOs and NGOs) by building their capacity as well.

Strengthening capacity global team

In many cases we use expert facilitators part of the RNTC network. In 2019 RNTC delivered trainings on topics from Data Journalism and Investigative Journalism to Vlogging for Social Change to our local programme teams.

In addition to team-specific trainings we make sure that, as a learning organisation, teams have ample opportunity to exchange knowledge, experiences and best practices. In 2019 RNTC organised our Week of International Learning for mutual capacity building. Twenty-five colleagues came to The Netherlands for an intense week of knowledge sharing and skills building. They strengthened their capacity on programme topics, awareness-raising and on influencing opinion through campaigns and offline and online actions. Participants also exchanged lessons learnt and best practices from policy influencing activities and addressing risks and challenges of advocacy in restrictive settings. We heard stories of success around awareness raising among the general public and among politicians as well as about the challenges of ensuring commitments obtained for policy change do not turn into empty promises. In addition, there special sessions on moderation, content categorisation and content editing, as well as on using data and digital analytics and dashboards for build a body of evidence for advocacy.



Capacity building third parties

As well as building our own mutual capacity, colleagues also trained other parties in 2019. For instance, in strengthening the capacity of civil society for lobby and advocacy. Our local teams have trained allied NGOs, community based organisations (CBOs), young media-makers (bloggers, video-makers, journalists), student organisations, pro-bono legal networks, informal networks of young change-makers and marginalised groups to strengthen the knowledge and skills of other young people from diverse backgrounds to express themselves, find common ground, stand up for their rights and influence national agendas on (sensitive) development issues, such as peacebuilding, education, gender equality and employment.

In Egypt, for instance, the Love Matters Arabic team trained members of IFMSA, the International Federation of Medical Students Associations as well as Y-PEER, a youth peer education network of organisations and institutions, working in the field of sexual and reproductive health in 52 countries throughout the world on CSE and social media (Y-PEER), The Love Matters China team conducted two workshops during the 11th Annual Conference of China Sexology Association in Changsha, training college students for media skills to promote SRHR related information.

In Yemen, our team trained 10 members of the social media team of partner organisations Yamaan foundation's Shababline on technical aspects of social media, for instance how to use Facebook business and promote posts. Shababline, or Youthline in English, is a free number that young Yemenis can call for confidential, safe, non-judgmental and accurate information about SRHR. Another seven Yamaan staff members were trained by the Love Matters Arabic team on content creation for social media and another two were trained in digital security by the Citizens' Voice Yemen team. Love Matters India organised a one-day workshop in partnership with UnGender on understanding the anti-sexual harassment at workplace laws, and how to address any relevant issues better. In Mali 15 young members of Doniblog, Mali's blogger community, were trained in mobile video, while 15 women from local women's CSO's were trained in digital communication.

Representatives from the Habari RDC team took part as trainers in the training on 'Digital Media Trends' that was attended by 30 radio and television leaders who are partners in the Voice of America in the DRC and Congo Brazzaville in collaboration with RNTC. Justice4Her, together with partner Qianqian in China trained 42 lawyers, police officers, experts and scholars and in Syria, eight team members from Sanad were trained on project management.

15. ABOUT US



Vision

RNW Media's vision is to contribute to a world where young people in restrictive settings confidently claim their rights, assume their place in society and shape a better future.

Mission

Our mission is to identify young people's needs and bring them together in user-owned digital communities where they can safely engage on taboos and sensitive topics, generating strong stories for advocacy to unleash their potential for social change.

Young People & Core Values

Young people

RNW Media focuses on young people aged 15 to 30 who live in fragile or socio-politically repressive countries, what we call "restrictive settings" at RNW Media. In these settings, young people are often a large majority of the population.



Core values

RNW Media is a value-driven organisation. We aim to be:

- Aspirational—we strive to give our best for the next generation in restrictive areas by awakening their aspirations.
- Honest—integrity is our point North. We're the best example of what we stand for; always respecting the context that we work in.
- Inclusive—we believe that together is the only way forward. We are an inclusive organisation working to build and maintain user-owned digital communities that are a safe place to talk about sensitive topics.

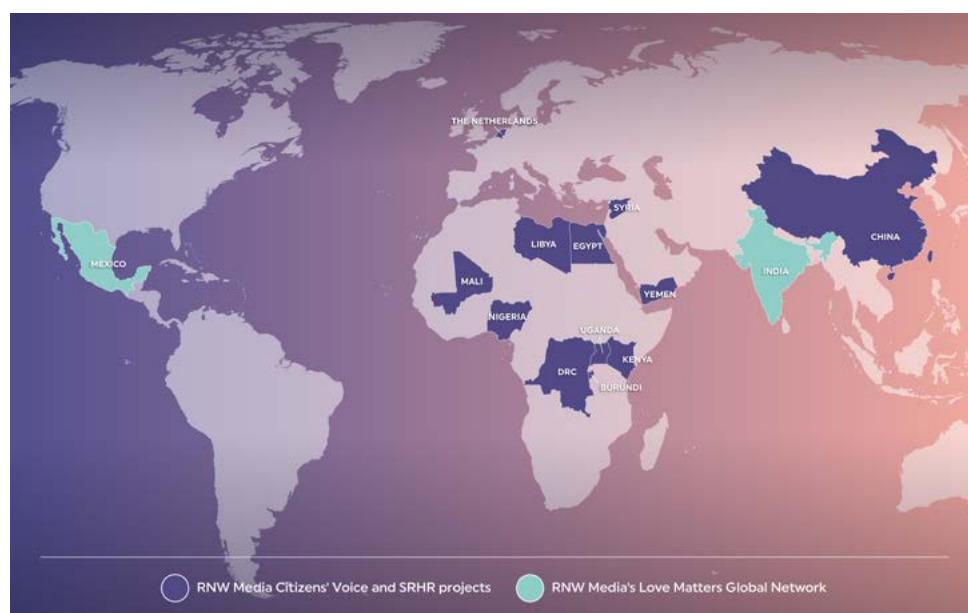
What we do



RNW Media builds digital communities for social change. Operating in 13 countries across three global regions, RNW Media dreams of a world where young people in restrictive settings confidently claim their rights, assume their place in society, and shape a better future. They bring young people together on digital platforms—with websites, WhatsApp, Facebook, Twitter, Instagram and other channels. These platforms—with their 44 million website pageviews and 11 million young people following us on social media—give young people access to comprehensive evidence-and rights-based information. Young people also have safe places where they can engage in constructive dialogue and focus on their aspirations. RNW Media has three global programmes. One addresses social inclusion and inclusive governance another SRHR and the third is about economic inclusion. A business unit, RNTC Media Training, provides capacity strengthening for RNW Media's country teams and for journalists, bloggers and vloggers.

In 2019, our direct beneficiaries included 21.4 million young people accessing information via our websites. 11 million young people were following us on social media, 144 million videos were viewed; 43.6 million website page-views. In total our content was distributed 1.2 billion times across all our digital channels.

Where we work



RNW Media's management office is in Hilversum, The Netherlands. In 2019 we worked in 14 countries. We had projects in Burundi, China, Democratic Republic of Congo (DRC), Egypt, Kenya, Libya, Mali, Nigeria, Rwanda, Syria, Uganda and Yemen. The platform in Rwanda closed in December 2019 after a year of operation. In Uganda Love Matters Africa provided technical support to a local youth-led organisation. Through a social franchise based global network we also work in India and Mexico. Our digital work extends beyond the borders of the countries where we work with young people accessing our sites in high numbers from other countries.

Our approaches



Inclusive

- We have developed, tested and honed our inclusive approach to ensure young people have a safe space online to learn and engage with their peers. Our approach focuses on six key areas:
- We have inclusive teams. The young people creating, maintaining and promoting our platforms and communities reflect the diversity of their society.
- We create inclusive content. Our platform content reflects a wide range of opinions and experiences.
- We support inclusive communities. Our online and offline platforms provide a place for young women and men from diverse backgrounds to unite around common interests. Through our 'Rights, evidence, action—amplifying youth voices' programme we have worked on the inclusion and rights of young lesbian, gay, bisexual and trans* (LGBT) persons in Kenya, Uganda and India and continue this work in DRC and Nigeria.
- We build inclusive tech tools. All our platforms are developed as mobile first since; young people go online through their phones. We also design and optimize our platforms for low tech phones and ensure they load as quickly as possible to reduce data costs.
- We initiate inclusive partnerships. Our partnerships bring the different areas of focus and activities needed to create comprehensive interventions. Our advocacy partners, using our data insights, lobby for policy and legal change for young people. Our media partners support and amplify our messages

beyond our audience. And our service partners provide youth-friendly health, employment or legal support.

- We are gender inclusive. In the countries where we work social, economic and cultural conditions restrict young women's access to the online space. We address key barriers preventing women's online engagement. We produce content relevant to women's experiences, take into account literacy and language to improve accessibility, and we create spaces where women feel safe to engage and express themselves.



User-centred

Our country teams consist of young local media-makers. They build and coordinate networks of young people—bloggers, vloggers, graphic artists, video-makers and journalists who reflect the diversity of their communities. These media experts produce appealing content young people can access directly using the phones in their hands. They design the content from the perspective of young people, using their language and culture, and tailor it to local, social contexts.



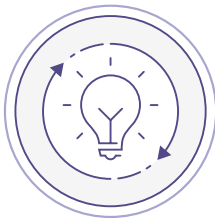
Data-driven

The millions of young people who visit our platforms and engage with us and each other, provide us with important insights on the issues that matter to them, and the needs they have. From data gathered through web analytics, social listening and surveying young people's opinions, we generate insights on youth needs and views. At strategic moments we also do in-depth research using mixed methods. As a result of our data-driven approach we are able to adapt and tailor our content on a continuous basis, and we are able to support young people and our partners to advocate for young people's interests.



Aspirational

Through the content we produce and the moderation techniques we employ, we are constructive, non-partisan and focused on the issues that unite young people rather than divide them. We also focus on the future. While they may live in very different settings, young people are all guided by their aspirations. They want to secure a future for themselves in which they can flourish.

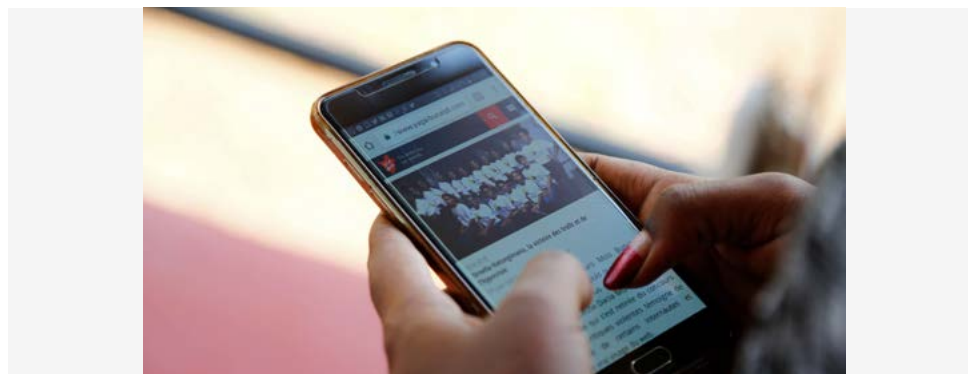


Innovative

Innovation is at the heart of our mission as a digital media organisation working for social change. We operate in restrictive settings and our local teams are constantly developing new ways to continue operating safely—such as using euphemisms and visual content to evade censorship algorithms. The digital landscape also changes rapidly, and we move quickly to capitalise on the potential of new social media channels, such as TikTok, as they become popular amongst young people.

As a data-driven organisation, we develop increasingly automatised, ethical, approaches to gather and process data from a wide range of sources as quickly as possible. This allows us to maintain a continuously updated data lake that helps us adapt our interventions rapidly in response to the changing needs and situations of our young users. We also develop out-of-the-ordinary solutions to problems, for example, steering young people looking for information on sex on pornography websites to our evidence- and rights-based content on sex, love and relationships.

Safety & security



Given the nature of our work and the restrictive countries where we work, physical safety & security is a standard item on our MT and Supervisory Board meeting agendas. In 2019 we have dealt with regular incidents especially around special events like elections. We have increased the safety & security situation in Egypt by starting to work with a partner that hosts our programme. We have dealt with one major incident that needed our Crisis Management Team to be activated. All of our stakeholders (including donors, embassy) were properly informed and we took all necessary measures to make sure our people and beneficiaries were safe.

Improvements implemented

In 2019 we asked an external specialist agency to perform internal and external penetration tests in order to assess and improve our digital safety and security. Their subsequent recommendations have been implemented. In line with our data-handling responsibilities, we finalised compliance with the new European privacy regulations (GDPR) in 2019. We have put in place a system of GDPR Heroes who are responsible for one or more specific data-handling process and they have access to specialist know-how in house. Towards the end of 2019 we finalised a Responsible Data Framework policy which incorporates and goes further than GDPR requirements. It outlines how we deal with all the data we collect through our websites and social media platforms and how we make sure we are complying with the legal and ethical responsibilities that come with collecting this data.

Top 5 list

Physical safety and security, digital safety and security and data risks related to management, storage, changes in regulations and digital gatekeepers are on the top 5 list of RNW Media's Risk and Mitigation Framework which is reviewed twice a year. To mitigate risks, we have a physical and digital security policy, a safety and security policy and protocol, an incident registration system, and clear security and crisis management procedures as well as regular safety and security trainings.

Staffing



RNW Media recruited 40 people in 2019 for The Netherlands office in Hilversum, ending the year with 78 staff members. The 40 people were recruited for new positions or as replacements for colleagues who moved on to new jobs. In addition, we ended the year with 107 staff members across the different countries where we implement projects.

PvT/Umoja

We have a staff committee, called 'PvT/Umoja', to represent our personnel. Three members of PvT/Umoja, represent the staff in Hilversum under the 'PvT' part of the name (PvT stands for personeelsvertegenwoordiging or 'personnel representation'), and two members are from our country teams representing voices from our local colleagues under the Umoja (Swahili for 'unity') part of the staff committee. PvT/Umoja meets on a quarterly basis with the Chief Executive Officer (CEO) and on an ad-hoc basis to address personnel issues.

Hybrid model

Since 2019 and given the increased number of RNW Media staff (+50) in Hilversum, we invested in a process with PvT to define a better structure for our staff committee. In a series of workshops, facilitated by an expert in the Dutch law and staff representation, we looked at possible legal structures.

As a result, and together with the current PvT members, we decided on a hybrid model of representation (PvT+) that has more authority and influence on certain organisational processes and is future proof and flexible for the future. We are currently in the final phase of finalising the new structure and are planning to replicate this model to our country team representation (Umoja) to make sure their voices are represented more strongly.

Business development



In 2019, we secured additional funding from AmplifyChange for our Rights, evidence, action—amplifying youth voices programme grant for implementation in DRC and Nigeria. The project ‘Amplifying Citizens’ Voices’, supported by the Swedish Postcode Foundation, kicked off at the beginning of 2019. We also secured new funding for Yemen from the UN Peacebuilding Fund Gender and Youth Promotion Initiative with UNESCO Doha as lead party. RNW Media joined the ‘Every Voice Counts’ Strategic Partnership of CARE Nederland and the Ministry of Foreign Affairs of The Netherlands to jointly work to contribute to inclusive and effective governance processes in fragile settings. We supported our partner, Mexico Vivo, to win a grant from the Packard Foundation for the project ‘One-Stop-Pleasure-Shop’. A Business Strategist was hired in 2019 to develop local fundraising and support our country teams in proposal development.

Implementation at speed

We have continued the implementation of the grant from EuropeAid for the Justice4Her platform in China, the grant from the Dutch Postcode Lottery for our work in Data, Digital and Sustainability of our platforms, and the grants from the Ministry of Foreign Affairs of The Netherlands implemented in Burundi which are in partnership with Radio la Benevolencia and with Free Press Unlimited. Two partnerships with TechSoup are operating at full speed, one example of this is the Game Changer project, a European Union funded project that ultimately provides training tools, field expert support and guidance to NGOs and inspiring young leaders.

In the second half of 2019, we started preparing for the tenders of the Ministry of Foreign Affairs and the building of strong southern-anchored alliances and proposals. Accordingly, we have been developing partnerships with organisations such as CARE, Rutgers, Ipas, WGNRR, NAYA, SMEX and CIPESA, UNESCO, UN Peacebuilding Mission to Yemen and also with private sector actors.

Supervisory Board & Management Team



Supervisory Board

The Supervisory Board is responsible for comprehensively supervising the Management's policy and the general affairs of the foundation and its associated organisation and, if applicable, its affiliated legal entities. The Supervisory Board appoints its own members, according to the statutes, for a term of four years, at the end of which time they may be reappointed for a single consecutive period. The members of the Supervisory Board are not remunerated for their work in the Board. The CEO bears final responsibility for the organisation's management, leads the management team and is overseen by the Supervisory Board. Since the Management Board only consists of the CEO, there is a functional line between the Supervisory Board and the Director of Finance and Operations, and the latter is working closely with the Audit Committee.

Members

- Theo Huibers, Chair, Remuneration Committee (1st term, June 2016 - June 2020)
Not on the picture
- Sana Afouaiz, Member (1st term Jan 2020 – Jan 2024) Picture: in the middle
- Susan Blankhart, Member, Chair Remuneration Committee and Chair Ad Hoc Committee Compensation & Benefits (1st term Oct 2017 - Oct 2021) Picture: second left
- Saskia Braam, Member, Saskia Braam, Member, Ad Hoc Committee Compensation & Benefits (1st term March 2019 - March 2023) Picture: second right
- Nicole Kuppens, Chair Audit Committee (1st term Sept 2016- Sept 2020)
Picture: right end
- Franklin Ugobude, Member (1st term Jan 2020 – Jan 2024) Picture: left end
- Ivo Verlinden, Member (1st term March 2020 – March 2024) Not on the picture

Changes in Supervisory Board

In March 2019 two board members stepped down, Sander 's Sas and Michel Farkas. At the same time the Supervisory Board decided to extend the constitution from five to seven members in order to create a broader division of expertise. In 2019 we began the recruitment process for new board members together with recruitment agency Yess, looking for members with a profile in Finance and Operations and members who would reflect our target audience of young people in Africa and the MENA region. This is in line with the commitment in our organisational strategy to have youth representation in our governance. Around 100 candidates applied and after a careful interview process, Sana Afouaiz and Franklin Ugobude were invited in early 2020 to visit RNW Media head office

in Hilversum where they met with current Supervisory Board Members and were formally approved as new members. The search for a member with expertise in HR resulted in Saskia Braam starting as a new member in 2019. Last but not least, Ivo Verlinden joined the Board in March 2020. He brings expertise in Finance, Operations and Risk management.

Sana Afouaiz was born and grew up in Morocco and has been a human rights activist her whole life, advocating especially for young women's rights. Franklin Ugobude is based in Lagos, Nigeria and is Head of Growth and Marketing at Wallets Africa, a digital financial platform. Next to this job, he volunteers as Director of Media and Communication for the Consent Workshop, a youth-led grassroots NGO aimed at deconstructing rape culture through consent education and awareness raising.

Management Team

- Jacqueline Lampe, Chief Executive Officer
 - Magdalena Aguilar, Director of Digital Programmes
 - Michele Ernsting, Director of Programme Development and Global Networks
 - Maarten Vrolijk, Director of Finance and Operations
 - Polina Jones, RNTC Business Unit Director
 - Vacancy Director of Business Development (Erik van Weert was Director of Business Development but left the organisation in the last quarter of 2019, after which the CEO covered his position on an interim basis.
-

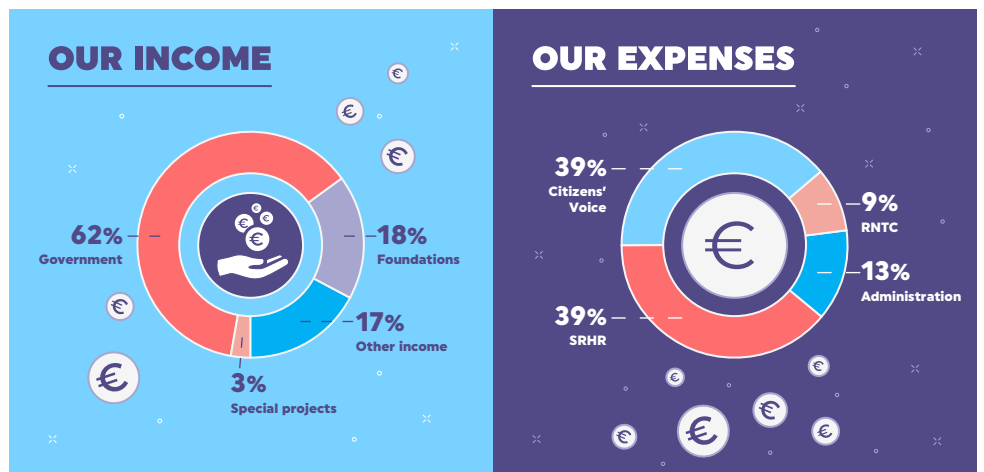
16. FINANCES



We are now starting the last year (2020) of the programme called, 'Enabling the Next Generation', under a four-year grant of €34 million from the Ministry of Foreign Affairs of The Netherlands, which provides a substantial part of our income.

Operating revenues

We closed 2019 with operating revenues totaling €13.6 million (2018: €13,6 million), of which €8,2 million came from the Ministry of Foreign Affairs of The Netherlands for the Enabling the Next Generation programme. €5.4 million came from other income; from this, €1.5 million came from our training centre RNTC. This is a strong growth compared to the previous year (€640k) and reflects the progress made in diversifying the partners we work with. We started new, promising partnerships with, for example, the Swedish Postcode Lottery, Spark, UNESCO, IVF, while other donors such as local Embassies (Belgian, Swiss, Netherlands) intensified their partnership with us. Substantial partnerships such as with AmplifyChange Fund managed by Mannion Daniels, were extended. We also had income from real estate rental and our ownership of dB mediagroep B.V., a Dutch audio tech company.



The Supervisory Board approved a €0,8 million deficit in the 2019 Budget to invest in digital, innovation, new business models. In the course of 2019, they agreed to invest even further in income generation and diversification for 2021-2025, in a growing team to deliver on digital, data, sustainability, and in the process to transform into a project-driven organisation. With extra costs, amongst others for tax, WFOE in China, the total result of 2019 is a deficit of €2,3 million.

Budget plans 2020

Thanks to our hands-on experience and research in prior years, we developed better insights and understanding of the digital arena. We realised RNW Media would need to invest more in data collection, storage, measurement and analysis and in digital innovation and development. Although we already made big steps in these areas -amongst others, thanks to the grant of the Dutch Postcode Lottery- we need to keep investing to keep up with the latest developments and maintain our position as innovator in the field. As a result, the Supervisory Board approved a deficit for 2020 for additional investments in the organisation to develop the creation of a sustainable future.

RNW Media Budget 2019, Actual 2019 and Budget 2020 (x €1,000)	Budget 2019	Actual 2019	Budget 2020
Income from the Dutch Ministry of Foreign Affairs	8,274	8,200	7,887
Income from projects	3,683	3,120	3,627
Other operating income	1,998	2,263	2,045
Total operating income	13,955	13,583	13,559
Wages and salaries	3,847	4,144	5,790
Social security contributions	1,269	1,022	
Amortisation and depreciation, respectively, of intangible and tangible fixed assets	231	320	316
Other changes in value of fixed assets	-	-1,100	-
Direct production expenses	6,698	7,022	7,009
External hiring and other third-party expenses	506	622	1,005
Other operating expenses	2,227	2,841	2,417
Total operating expenses	14,777	14,871	16,537
Result from operations	-822	-1,288	-2,978
Financial result	8	-8	-
Surplus/planned deficit	-822	-1,288	-2,978
Group result after tax and minority interest corrections	-830	-1,297	-2,986

Note, this is the consolidated budget including dB mediagroep B.V. turnover and costs.

A copy of the Management Report & Financial Statements accompanying the 2019 Annual Report can be downloaded below. The independent auditor's report signed by Dubois & Co. Register Accountants can be sent upon request.

17 ● LOOKING AHEAD TO 2020



2020 marks the final year of the Next Generation Programme. Our focus for this last year is to build on the successes of the programme, maximise our impact, and make sure civil society actors operating in restrictive settings can replicate them.

Sustainability and fundraising

In 2020, we will invest heavily in sustainability. More detail about that can be found in the section about sustainability. We will invest in global, multi country fundraising. We are submitting proposals to the Ministry of Foreign Affairs of The Netherlands, as well as other donors such as the EU, Global Affairs Canada, USAID, SIDA, DFID and others. We designed the proposals to support the work of both our Citizens' Voice and SRHR programmes and to incorporate RNTC's expertise. We are also supporting the Love Matters Global Network to bring in revenue through membership and service fees. In addition, we are approaching institutional funders and foundations new to RNW Media to diversify our funding base..

Maximise thematic programmes

In line with the results of the Midterm Review we will maximise the relevance, effectiveness and impact of our thematic programmes. Employing one of RNW Media's key strengths—the ability to reach and engage young people at scale—we will work with more segmented audiences and accordingly tailored content in order to extend our reach to more marginalised and vulnerable young people in the countries where we work.

Cross-cutting framework

As part of that, we will focus on implementing a cross-cutting framework for inclusion, including a gender inclusion strategy. We will also invest more in contributing to creating an enabling environment for young people to claim their rights. Furthermore, we will ensure that our work on advocacy at national, regional and international levels to maximise our impact. As part of this we will explore how to make more use of inclusive data practices to ensure that we are working with young people to gather and disseminate evidence on their needs.

Review of strategy

At the same time, we will review our strategy for business development to further strengthen it, invest in new business models and work with donors for our new Economic Inclusion programme.

Bigger role RNTC

Lastly, RNTC will have a major role in maximising our impact, as a business unit generating income and by providing the foundation for our developing role as a learning organisation, from capturing and documenting our methods and approaches to translating knowledge for greater applicability and replication.



THANK YOU

digital
communities
for social
change

RNW.ORG