RNW MEDIA

ENABLING NEXT GENERATION
ANNUAL PROGRESS REPORT
2019

digital
communities
for social
change

April 2020

RNW
media

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RNW MEDIA'S RESULTS IN 2019

2019 was a big year for RNW Media. We made bold decisions to strengthen the impact of our programmes as well as to lay even stronger foundations for our sustainability. We also achieved significant reach and engagement.

To increase our impact we needed to understand it better. How far and wide did the influence of our interventions go? Were we on track to achieve the social change we had set out to achieve? So, we focused on gathering evidence. We did impact studies of our main programmes, outcome harvesting, organised an independent Midterm Review and did strategic analyses of our programmes.

The impact studies showed our programmes on social cohesion and inclusive governance (Citizens' Voice) and on sexual reproductive health and rights (SRHR) were having a positive effect on more than two thirds of our platform users. In particular, our programming was having an impact on young people's knowledge, attitudes and behaviour.

Our outcome harvesting showed a variety of important outcomes in 2019 connected to desired changes in policy and practice at country level. These included: the launch of a Youth Investment Bank in Burundi; strengthening the law on domestic violence in Hubei province in China; participation in the development of the *Guidelines for combating sexual harassment in universities* in the Democratic Republic of Congo (DRC); and the protection of public spaces in Mali.

The independent Midterm Review showed our Next Generation Programme is highly effective. Our platforms are successful at exposing young people to diverse views, norms and ways of life, and they make essential contributions to their understanding of social cohesion and inclusive governance. Importantly, they are also highly successful at supporting young people to imagine different positive identities and roles for themselves. The Midterm Review also showed that if we want a better reach among the most vulnerable and marginalised we need to develop increased audience segmentation and integrate more offline activities as part of our approach.

Strategic reviews of our Citizens' Voice and SRHR programmes concluded that we should work to reach a broader more diverse audience, including the younger segment of our current target group, and work with the adults and decision-makers who have a strong influence on young people's lives. The review of our SRHR programme also reached the decision to broaden our SRHR strategy to include new initiatives beyond Love Matters, our pleasure-based sexuality education programme.

A major decision in 2019 was to design a third thematic programme on economic inclusion. Work in Burundi and DRC has shown an important need to focus on economic inclusion and we launched the Masaraat platform in Egypt as a pilot. After further research and analysis we concluded that a dedicated programme on economic inclusion was essential to meet young people's expressed needs.

Finally, we decided to maximise the impact of our programmes and make a deeper contribution to expanding civic space through strategic advocacy and influencing at international and regional levels.

In 2019, we focused on strengthening our strategy on advocacy for digital rights, especially the rights to association, assembly, information and expression. Our country level advocacy work focuses on our programmatic themes. Our international and regional advocacy work is designed to translate the country topics or issues to the digital rights environment at international and regional levels.

We worked in 2019 to strengthen our sustainability. We faced challenges because of a lack of large donor calls in Europe and abroad. Our success rate with submitted proposals was above our targets, but the proposal amounts were smaller than desired. Fortunately, in the second half of 2019, we were able to start preparing for the upcoming tenders of the Ministry of Foreign Affairs and the building of strong southern-anchored alliances, and we developed five separate proposals. We also got new funding from AmplifyChange for our SRHR programme, Rights, evidence, action—amplifying youth voices, and prepared major proposals for Global Affairs Canada in an effort to diversify our funding base.

Other organisational developments in 2019 included investing in agile project management in order to increase transparency, quality and speed of decision-making. We supported our Supervisory Board to recruit new young members who would reflect our target audience of young people in Africa and the MENA region.

To ensure the further sustainability of our programmes, we finalised our strategic plan for the Love Matters Global Network and supported Love Matters India to become the second independent member of the Network. We also started to develop the sustainability model for the Citizens' Voice projects. We will standardise the core building blocks of the Citizens' Voice programme to create a model to replicate and scale impact for work on social cohesion and inclusive governance.

Our approach to sustainability goes hand-in-hand with our further development as a learning and knowledge-sharing organisation. In 2019 we decided to transform RNTC into a business unit. This will allow RNTC to generate income by selling services. RNTC will capture and document our methods and approaches, create curricula from lessons learnt from building digital communities for social change, and translate the knowledge captured for greater applicability and replication.

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, and there were 43.6 million website page-views. In total, our content was distributed 1.2 billion times across all our digital channels.

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ORGANISATIONAL RESULTS
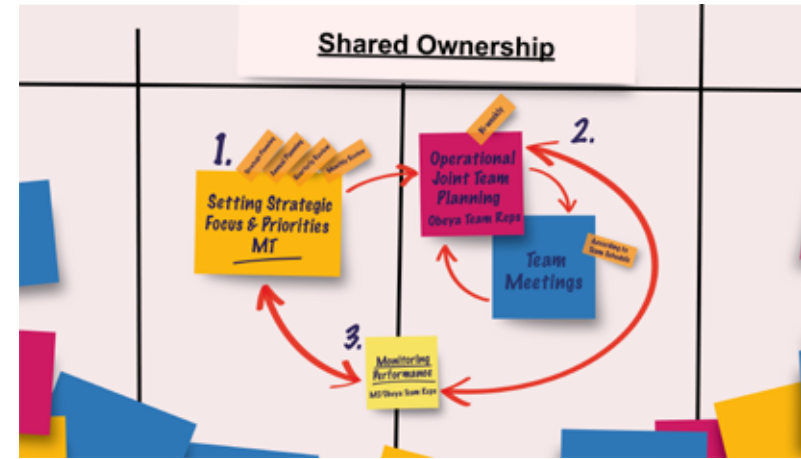
MANAGEMENT ADVANCEMENTS

In 2019, we invested in agile project management. As part of this we adjusted our different meeting structures to create more engagement between the Management Team (MT) and other teams in the organisation. We also selected two youth representatives to represent the youth perspective in our MT meeting. Importantly, we set up an 'Obeya' (Japanese for 'big room'), a physical, SCRUM based project management room where different teams meet regularly to set, review and adjust organisational and team priorities and planning. The Obeya helps to increase ownership throughout the organisation, transparency, quality and speed of decision-making using real time performance data, and helps break down silos.
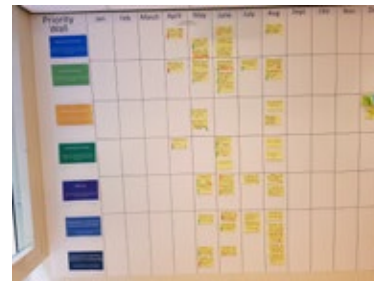
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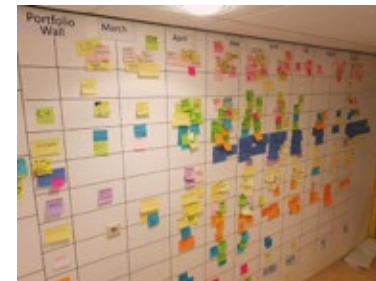
Portfolio (Roadmap) Wall

Results/KPI Wall

In 2019 our Supervisory Board began the recruitment process for new young 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, two were selected, a young woman and a young man. 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. She is the founder of Womenpreneur and writer of Invisible Women of the Middle East. 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.

FUNDRAISING AND 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 Netherlands and The Netherlands Ministry of Foreign Affairs to work jointly 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 (civil society collectives of media-makers) in proposal development.

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 Netherlands Ministry of Foreign Affairs implemented in Burundi which are in partnership with Radio la Benevolença 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 Non-governmental organisations (NGOs) and inspiring young leaders.

In 2019, there was a lack of large donor calls in Europe and abroad. Our success rate with submitted proposals was above our targets, but the proposals amounts were smaller. Fortunately, in the second half of 2019, we were able to start preparing for the upcoming tenders of the Ministry of Foreign Affairs and the building of strong southern-anchored alliances and proposals. For the Power of Voices Fund, we are the lead agency in one application with Southern organisations and part of a separate consortium application with CARE in the lead. For the SRHR fund we are part of two applications, one with Rutgers in the lead and another with Oxfam-Novib. We also submitted a proposal with CARE Netherlands in the lead for work on Yemeni women's participation in peacebuilding.

Accordingly, we developed our partnerships with organisations such as CARE, Rutgers, Ipas, WGNRR, NAYA, SMEX and CIPESA, UNESCO, the UN Peacebuilding Mission to Yemen and also with private sector actors. Last year, we also laid the foundation for additional proposals to Global Affairs Canada to submit in 2020. In addition, we developed a group of new partnerships for purposes of advocacy, for example with UNESCO and with the International Telecommunications Union.

INTERNATIONAL AND REGIONAL ADVOCACY

To strengthen the impact of our programmes and respond to shrinking civic space and increasing rights violations, RNW Media decided to invest more in advocacy work at international and regional levels. In 2019, we focused on developing a comprehensive, detailed strategy focusing 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.

We developed our strategy in discussion with key internal and external actors and partners, such as Access Now, Article 19, Cipesa, Global Forum for Media Development (GFMD), SMEX, TechSoup, UNOY etc. In 2019, we were active members of the GFMD and the Dynamic Coalition on Media Sustainability of the Internet Governance Forum (IGF). We participated at the IGF in November 2019, which allowed us to meet and discuss with many more UN, government, and NGO representatives, helping us enlarge our network and validate or refine our views on digital rights related advocacy.

Our international and regional advocacy work is designed to be interlinked and flow as cohesively as possible from the voices, realities and actions for change of the young users in restrictive settings who engage with us. Therefore, it is based on our country level advocacy work, where we seek to influence laws, policies, processes and practices to advance the needs of young people. The focus topics lie with the young users who make up our digital communities, and are always strongly linked to the programme topics, SRHR, social cohesion and inclusive governance, and economic inclusion. Also, our country teams are on the frontlines of censorship and internet 'shutdowns', shouldering the social, personal and economic burdens of repression. With all that in mind our strategy calls for bringing young advocates active at country level to key decision-making forums at regional and international level.

In 2019 we also took on 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. In 2019, this narrower area of our programme advocacy work, took the form, for example, of the Citizens' Voice programme participating in the policy working group of the International Telecommunications Union (ITU) to develop new guidelines on protecting children and young people online.

ITU Child Online Protection (COP)
COP Guidelines Review Process 2019-2020

A multi-stakeholder approach to update the four sets of COP Guidelines for Policy Makers; Industry; Children as well as Parents, Guardians and Educators .

www.itu.int/cop

REPLICABILITY, SUSTAINABILITY

Our organisational strategy has included a strong focus on sustainability since the start of the Next Generation Programme in 2016 funded by The Netherlands Ministry of Foreign Affairs. Our goal is for our digital communities and local interventions to become fully locally owned by partnering with other organisations or finding a host in order to be 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.

Independent social franchise supported by RNW Media
Fully supported by RNW Media

Love Matters Global Network

To support the sustainability of the SRHR programme, RNW Media created the Love Matters Global Network, based on a social franchise model. Please see the section on the SRHR programme below.


A replicable model for Citizens' Voice

The sustainability model for the Citizens' Voice projects is currently in development, with RNTC supporting the process. We are documenting and analysing the strategies, techniques and tools Citizens' Voice platforms use to deliver impact. In 2019 the 'Building Engaged Digital Communities' roadmap was completed. This work is funded through the Swedish Postcode Foundation. In 2020, we will continue to standardise the core building blocks of the Citizens' Voice programme to create a model to replicate and scale impact for work on social cohesion and inclusive governance.
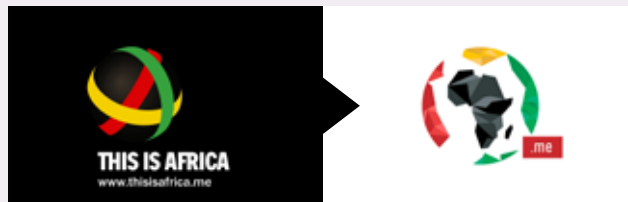

2019
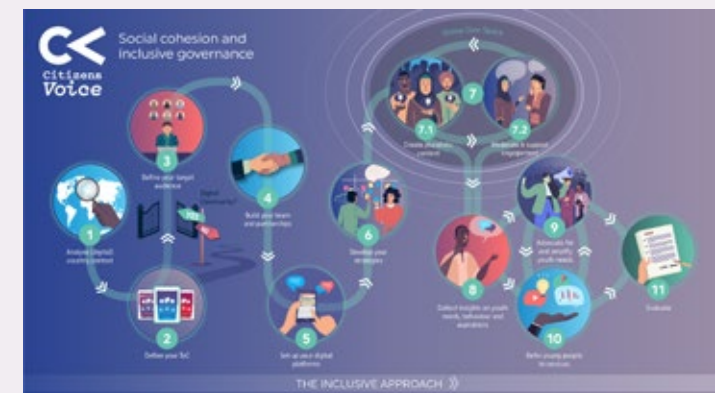
2020

Pan-African platform, This is Africa, to become independent

This Is Africa is a journalistic pan-African platform for young people, reaching out to an African and diaspora audience. The platform focuses on shifting the narrative on Africa towards a more positive perspective free of colonial and Western hegemonic tropes. This is Africa worked towards full independence from RNW Media in the course of 2019. Their sustainability strategy focuses on developing innovative multimedia content, increasing reach and engagement and on business development.

Activities on operationalising this strategy in 2019 included establishing a multimedia studio in Kenya, increased collection and analysis of data and work to position This is Africa as a preferred provider of digital media services in Africa. Other funding streams such as crowd funding and partnerships were also explored.

In 2019, This is Africa scored a major success with the #saytheirnames campaign which was created in response to the Ethiopian Airlines crash in March. 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 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.

Strengthening capacity of staff and partners

In April 2019 we organised Strategy Week. The purpose was for country team coordinators and staff in Hilversum to reflect jointly on our achievements, best (and less good) practices and lessons learnt in relation to our organisational strategy. Participants also discussed leadership and (financial) management, stakeholder inclusion, and fundraising. Data ethics was also a central topic. Staff discussed the opportunities and risks of using social listening and what our organisation needs to do to act ethically.

In September we 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 led by RNTC. 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 to addressing risks and challenges of advocacy in restrictive settings. In addition, there were special sessions on moderation, content categorisation and content editing, as well as on using data and digital analytics and dashboards to build a body of evidence for advocacy. After six months, 69% of participants reported substantial use of the knowledge, skills and insights acquired during the week.

As well as building our own mutual capacity, colleagues also trained third parties in 2019:

• In Egypt the **Love Matters Arabic** team organised workshops on social media engagement to train 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 on sexual and reproductive health in 52 countries around the world.

• The **Love Matters China** team gave two workshops during the 11th Annual Conference of China Sexology Association in Changsha, training students in media skills to promote SRHR information.

• In Yemen, our team trained 10 members of the social media team of partner organisation Yamaan foundation's Shababline on social media engagement, tailoring SRHR content for young people, and digital marketing for instance on how to use Facebook business and promote posts. **Shababline**, or Youthline in English, is a free number that young Yemenis can call for confidential, non-judgmental and accurate information about SRHR. 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 the legal framework on sexual harassment at the workplace, and how to demand and contribute to change.

• In Mali 15 young members of **Doniblog**, Mali's blogger community, were trained in mobile video, while 15 women from local women's civil society organisations (CSOs) were trained in digital communication for social change.

• Also in Mali, **Benbere Ladamour** trained 18 staff members from 10 CSOs to strengthen their capacity to increase their online visibility.

• 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 working with Voice of America in the DRC and Congo Brazzaville in collaboration with RNTC.

• Also, in DRC the **Amour Afrique** team focused on strengthening the capacities of bloggers by organising a series of training workshops on SRHR and editorial writing in Kinshasa and Goma.

• **Justice4Her**, together with partner, non-profit Beijing Qianqian law firm in China, trained 42 lawyers, police officers, experts and scholars on Gender Based Violence (GBV), advocacy for addressing domestic violence, and supporting survivors of GBV.

• In Syria, eight team members from Sanad were trained on project management.

3

PROGRAMME RESULTS

- CITIZENS' VOICE
- ECONOMIC INCLUSION
- SRHR

In 2019 we focused on fleshing out the conceptual foundations of our overall programming and on analysing and reviewing the strategies of our thematic programmes. Some of the questions we set out to answer regarding our overall programming were, for example: are we youth centred or do we ensure meaningful youth participation; do we strike the right balance between digital technology, media and international development; is our approach inclusive or do we include diverse perspectives; do we strike the right balance between taking an aspirational approach and working in an evidence-based way; and when we stimulate sustainability do we remain innovative? We set out to answer these and other questions through a series of internal interviews and desk research. The framework to emerge in 2020 will help us make faster, clearer programme decisions, as well as help guide us to opportunities for new interventions, partnerships and fundraising. Alongside this broader effort we also took our thematic programmes through an analytic review process, resulting in what will be expansion and scale up in order to reach a more diverse group of young people, including younger youth from vulnerable or marginalised groups who confront numerous challenges, among them a (gender) digital divide.

1.7 million
website users

1.7 million
social media
community members

612 million
total content
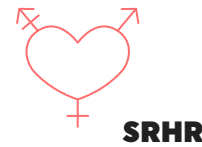impressions

CITIZENS' VOICE

Optimised strategy

Citizens' Voice laid strong foundations in 2019 for future growth and greater impact related to Sustainable Development Goals (SDGs) 8, 10 and 16 on decent work and economic growth, reduced inequality, and peace and justice respectively. Citizens' Voice carried out a comprehensive strategic review and, as a result, will work to broaden its target audience to include younger beneficiaries. It will also expand its focus to include digital rights, access and literacy. In 2019 Citizens' Voice formalised its five pillar-approach to inclusion involving: inclusive teams; communities; partnerships; content; and technology. An important tool for inclusion is the moderation of online discussions, and all the Citizens' Voice platforms now use a tailored moderation strategy. In line with using tailored moderation, Citizens' Voice began rolling out SMART targeting in 2019 (for more on SMART targeting please see below). Platforms achieve high-quality engagement and discussions by introducing the right subject to the right target group at the right time and using the right tone of voice on the right platform.

Reach and engagement figures for all thematic programmes in this report only refer to platforms part of the Enabling the Next Generation programme funded by The Netherlands Ministry of Foreign Affairs.

Campaigning

The Citizens' Voice 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. For a third year running, RNW Media took part in the global SPEAK! Campaign organised by CIVICUS with a range of activities relevant to the local context in DRC, Burundi, Mali, Yemen and Libya. In total the in-country teams organised eight 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 Netherlands Ministry of Foreign Affairs. Access Denied: Click to Claim Your Civic Space, focused on digital access in restrictive settings. Keynote speaker was Human Rights Ambassador of the Ministry of Foreign Affairs, Her Excellency Dr Bahia Tahzib-Lie, who stressed the importance of everyone having access to safe and secure space online. A panel discussion included three of our colleagues from DRC and Libya and focused on shrinking civic spaces and how governments around the world are exerting control over access to the internet.

SRHR

8 million
website users

2.4 million
social media
community members

1.2 billion
total content
impressions

ECONOMIC INCLUSION

Our inception research in Egypt in 2016/2017 for the Next Generation Programme identified economic exclusion as a major barrier to building cohesive and functioning societies. The research also identified four main categories of issues young people face: choosing a career; getting a job; skills, and learning; and work environment. These are the main content pillars of the new Masaraat platform, meaning 'Pathway'. We launched Masaraat in April 2019 in Cairo with 60 attendees (including development experts in the economic inclusion field, media representatives, contributors, and influencers). For more see below in the Egypt section. We are now designing a multi-country programme on economic inclusion which will also harvest lessons learnt from our activities on economic inclusion in other projects.

New strategy

In the second half of 2019 we organised a strategic review of our work on SRHR. 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. The new strategy allows us to provide wider and more diverse SRHR programming with locally designed interventions based on local needs, more comprehensively supporting 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.

To contribute further to the *'leave no one behind'* vision of the SDGs, the SRHR programme will roll out more offline activities to complement our core online work. Based on successful pilot projects in Kenya, India and China, the SRHR programme will also do more to facilitate young people's access to youth-friendly SRHR services.

New SRHR initiatives

In line with the new SRHR strategy, we launched new SRHR initiatives in 2019 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's Citizens' Voice teams working in the countries made it clear the Love Matters approach was not the most effective way to achieve our SRHR goals in these contexts. In Burundi, Libya and Mali we decided to incorporate SRHR within the existing Citizens' Voice platforms, where young people had also demonstrated clear SRHR needs. In Yemen we partnered with an existing local SRHR initiative, the Yamaan foundation in 2019, and in 2020 are developing our own initiative.

Each of these new SRHR activities has been developed following a user-centred and data-driven methodology resulting in a tailored, localised SRHR strategy.

Love Matters Rwanda

In December 2019 we handed over the Love Matters Rwanda platform to local partner Tantine, a youth-led organisation who implement a mobile phone application platform providing young Rwandans with accessible SRHR content in Kiyarwanda. We are also offering continuing support to Tantine through knowledge transfer from the Love Matters programme.

Love Matters Global Network

In 2019, RNW Media further developed its social franchise model to bring the Love Matters platforms under a global network. Under this model, partners take full responsibility for nurturing a vibrant Love Matters community of young people. The aim is to scale up the cumulative impact and resources of network members by working together to share expertise and innovation in online comprehensive sexuality education and by advocating for young people's SRHR.
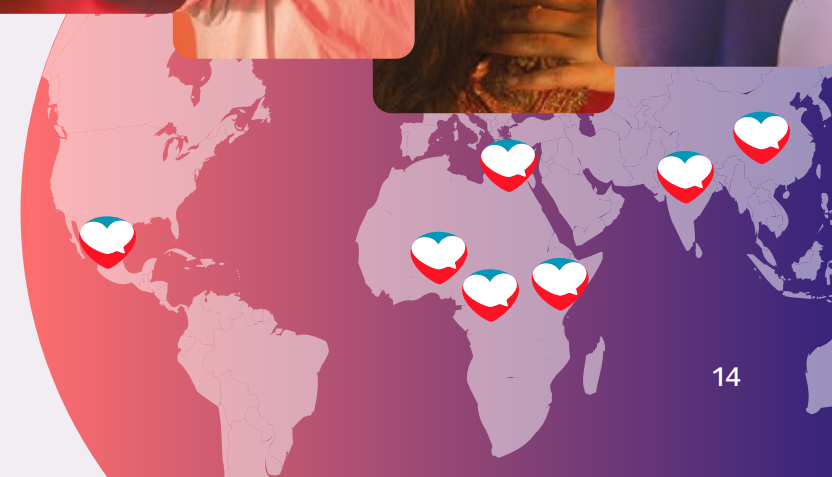
MEMBER OF THE

LOVE MATTERS

GLOBAL NETWORK

The first platform to become independent in 2018 was Hablemos de Sexo y Amor (Love Matters Mexico). National youth SRHR organisation Mexico Vivo took over the platform, continuing to use the Love Matters programme's pleasure-positive approach and applying the global branding. In 2019, Love Matters India was the next platform to become independent in December 2019 under the new social franchise model.

4

COUNTRY PLATFORM AND PROJECT RESULTS

- BURUNDI
- CHINA
- DRC
- EGYPT
- LIBYA
- MALI
- SYRIA
- YEMEN

BURUNDI

YAGA BURUNDI

Unique multimedia offering

In 2019, Yaga became 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.

Award winner

Yaga Burundi took second prize in the 2019 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.

Motivating the Government to take action

The Yaga team continued to organise monthly debates called *Yaga Nawe* around specific themes relevant to young people's needs and aspirations. The debates bring local CSOs, decision-makers, politicians and young people together into active dialogue and generate national attention and change in policy and practice. A 2019 highlight was a series of debates at four universities across the country on the theme, the 'Problem of employability of young Burundians: what solutions?' This debate was part of Yaga's advocacy campaign, #Bdiemploi, on youth unemployment which also included content reaching over 835,000 people. The campaign invited young people to think about the structural problems that lead to high unemployment and also pushed for the opening of the Youth Investment Bank promised by the government.

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 workshops to discuss the structural 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". 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.

YAGA BURUNDI IN 2019

Web users
314,504
(44% women users)

Page-views
1,174,103

Social Media
72,671,873
total content impressions

Instant articles
243,356

Facebook
230,340
fans

Facebook
1,639,624
video views

Twitter
13,294
followers

Instagram
22,733
followers

YAGA URUKUNDO

The SRHR programme launched Yaga Urukundo ('let's talk about love') as part of the work of Yaga in 2019. Soon after the launch Yaga Urukundo became a partner of a joint SRHR programme with CARE Burundi, Cordaid, Rutgers and UNFPA. This joint programme enjoys support from The Netherlands Embassy in Burundi.

The objective of Yaga Urukundo 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 techniques shared during the 'Week of International Learning' (please see the section on capacity strengthening above) to adapt their Facebook posts, resulting in very high levels of engagement with hundreds of comments from young people.

RISKS AND MITIGATION

Government control over independent media and online publishers continued to be a challenge in 2019. Despite the situation, Yaga Burundi was able to continue to address sensitive issues, but our colleagues were cautious to take into account the repression and oppression of journalists and young Burundians to protect the project and young people in general.

Yaga's position as non-partisan continues to benefit the platform, protecting it thus far from heavy threat. This has also helped Yaga be able to persuade or pressure the Government in some cases to consider or reconsider (the lack of) decisions that could deteriorate even further the situation of young people. At the same time, Yaga has distanced itself from the Government to avoid any collusion or appearance of collusion. In addition, the platform has been investing in building partnerships with different partners, increasing its visibility in the international community. It now benefits from a number of foreign donor grants, is a direct partner of organisations, such as, CARE, Rutgers, Radio La Benevolencija and CCFD, and Yaga co-designed an ambitious programme on economic inclusion with War Child Netherlands and ZOA.

A risk analysis meant we decided not to launch an iteration of Love Matters due to the strong conservative pushback on issues of sexual morality taking place in Burundi. Instead, SRHR was integrated within the Yaga Burundi platform (please see section on Yaga Urukundo above).

No major security incidents were reported in 2019. However, Yaga did briefly lose its legal status in 2019 and then successfully regained it. Towards the end of 2019 Yaga started developing its editorial strategy for 2020, as it is a presidential election year and citizens expect instability.

CHINA

JUSTICE4HER

Increasing access to justice

Justice4Her works to strengthen the rule of law to reduce Gender Based Violence (GBV) against Chinese women migrant workers. 2019 was a big year. Thanks to the legal support provided through the partnership with the non-profit law firm Beijing Qianqian, 18 GBV cases were taken to court, and 1,400 legal consultations were given via the growing pro-bono legal services network of hundreds of lawyers.

Research
Justice4Her regularly undertakes research and data collection in order to share findings and evidence-based information with relevant professionals. In collaboration with Beijing Normal University, Justice4Her developed China's first and most comprehensive online legal database on GBV. It uses a 'lifeline' approach, reflecting the different stages of a woman's life in China and the different experiences of violence they may have at each stage. The content is based on real stories and legal cases and provides relevant statistics, expert analysis, and practical recommendations. Notably, legal professionals can access information on how to handle GBV cases.

In another research project with Beijing Normal University, Justice4Her analysed the prevalence and circumstances of GBV among women migrant workers in Beijing, Shanghai, Guangzhou and Shenzhen. The research report, published in 2019, 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 now have access to the data and conclusions from Justice4Her's research.

Collaboration with Dutch, EU and international actors

In 2019 the Justice4Her and Love Matters China teams worked together with UNWOMEN China on the 16 Days of Activism against Gender-Based Violence Campaign. A social media campaign was implemented around the official UN theme #OrangeTheWorld UN agencies, embassies, key opinion leaders and celebrities participated in the campaign.

The RNW Media Hilversum office worked with Justice4Her to organise the 'China-Europe Dialogue on Rule of Law and Gender-based Violence' 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 Ministries of Foreign Affairs and Justice of The Netherlands, the Human Rights Ambassador of The Netherlands, the Dutch Council for Legal Aid, the EU Parliament and Human Rights Commission as well as relevant NGOs and support organisations such as the police in The Hague. The one-week programme aimed to support exchange of knowledge and experience and to facilitate learning 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.

Improving law on domestic violence in Hubei Province

Justice4Her, Qianqian and a group of Chinese pro bono lawyers submitted comments and suggestions for changes to the Hubei Province's draft domestic violence regulations. When the new law was published in March 2019 Justice4Her could confirm that six of their suggestions were 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.

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 was also expanded– from 'physical and mental violations' to 'physical, mental and other violations' making it easier for other forms of GBV, such as emotional or financial coercion, to be prosecuted.

JUSTICE4HER IN 2019

Web users
108,822

Social Media
262,131,124
total content impressions

WeChat
1,708,300
article views

Weibo
228,867,168
post views

Other social media
31,407,923
content views

LOVE MATTERS CHINA

Increased engagement and online influencing

As planned for 2019, Love Matters China focused on upscaling engagement. 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.

Research

In 2019, Love Matters China conducted national research together with the China Family Planning Association and Tsinghua University. It was China's first big data research in the field of SRHR. It 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 behaviours 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.

Awareness-raising campaign

In 2019 Love Matters China ran the campaign #NoBodyShaming. The two-week campaign via Chinese social media channels, Weibo and WeChat, challenged norms and stereotypes around physical beauty in China with the aim of encouraging young people to celebrate body diversity and learn to love themselves.

Before designing the campaign, Love Matters China conducted an online survey to get a better understanding of how young Chinese people feel about their bodies. Out of more than 3,600 people surveyed, fewer than 500 said they were satisfied with their physical shape.

A number of Chinese change-makers contributed to the campaign including women's rights activist Hongbin Hou, popular medical professional Doctor QI, human rights organisation, Voice of LGBT, and influential psychologist, Ke Han.

Overall, the hashtag, #NoBodyShaming, attracted 14.47 million views on Weibo.
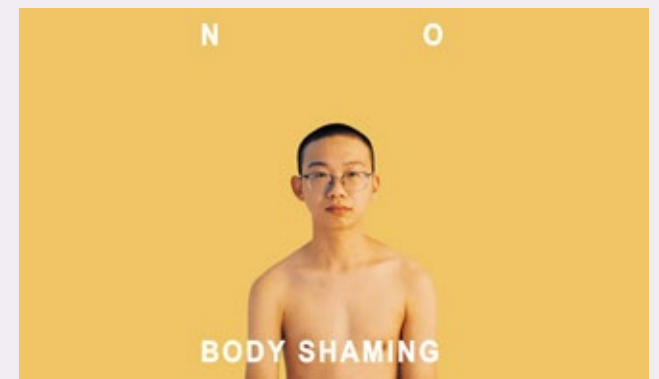
LOVE MATTERS CHINA IN 2019

Web users
28,606

Social Media
869,894,510
total content impressions

WeChat
6,408,055
article views

Weibo
760,111,104
post views

Other social media
55,043,929
content views

Video
48,277,682
video views

RISKS AND MITIGATION

As predicted, civic space in China shrank continuously in 2019. According to research conducted by INGOs and western media, the Chinese authorities have tightened up the implementation of the foreign NGO law, announcing sanctions, for example, against five US-based nonprofit groups in response to the Congress of Hong Kong's legislation. Internet censorship also worsened. Several new categories of individuals were targeted with legal and extralegal reprisals for their online activity, including users of Twitter, which is blocked in China, users of virtual private networks (VPNs), which allow access to blocked overseas sites, and the moderators of human rights websites.

RNW Media continued to actively seek NGO registration in China in 2019, working closely with the foreign NGO management offices of Beijing and Shanghai Public Security Bureau. In late 2019, the National Radio and Television Administration of China's central government granted permission for the establishment of a representative office for foreign media in Beijing. RNW Media will continue the NGO registration process in 2020.

We continued to work on implementing and improving our anti-censorship strategy, especially on SRHR related topics which are still taboo in Chinese society. We are tackling this via gaining more insight into the algorithms of Chinese popular social media platforms by setting up partnerships with those digital companies such as Sina Weibo. We kicked off the redesign process for the Love Matters China website (the previous site had been deactivated after a censorship shutdown). Love Matters China got a new domain name, and we are expecting it to be relaunched in 2020.

Big cities such as Beijing and Shanghai have been becoming less welcoming to migrants, causing workers to migrant intra-provincially instead of inter-provincially. In response, Justice4Her scaled up its target areas to cover more first and second-tier cities in 2019.

DRC

Habari RDC

Internet shutdown

In early 2019 the government of the DRC 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. This video was screened at the Speak! event mentioned above.
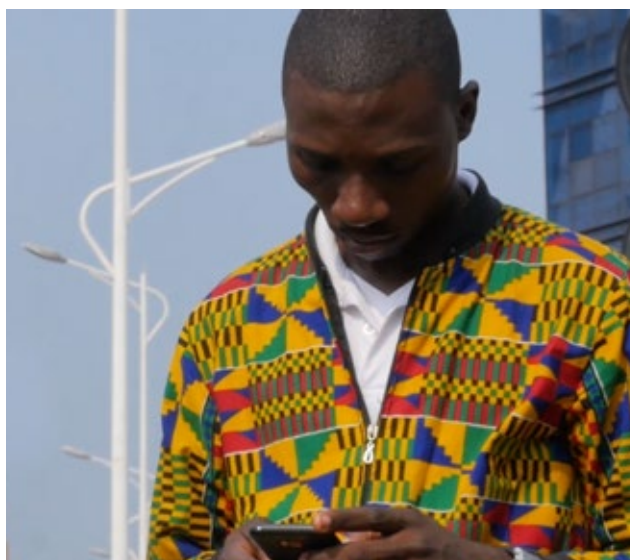
Developing an advocacy strategy from the bottom up

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 Embassy of The Netherlands. 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 DRC 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.

RNW media

Influencing policy and practice

In 2019, Habari RDC launched 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.

Online activities generated lively discussions with more than 3,200 reactions on Facebook. There were also videos and graphics in different formats. 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 activities complemented the online dialogues, with some 250 students from four regions of DRC participating in 'Face aux Jeunes' debates.

The campaign resulted in the Government inviting Habari RDC to participate in the development of *Guidelines for combating sexual harassment in universities.* Habari RDC sat at the decision-making table together with the Ministry of Higher and University Education and the Ministry of Gender, Family and Children.

HABARI RDC IN 2019

Web users
494,627
(30% women users)

Page-views
969,500

Social Media
52,536,088
total content impressions

Twitter
14,344
followers

Facebook
290,338
fans

Facebook
515,296
video views
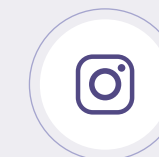
Instagram
8,711
followers

AMOUR AFRIQUE IN 2019

Web users
195,437
(34% women users)

Page-views
639,141

Social Media
42,033,962
total content impressions

Facebook
130,850
fans

AMOUR AFRIQUE

Offline debates

RNW Media launched the DRC-based, French language Love Matters platform Amour Afrique in February 2019. Under the principle that good practices should be scaled up quickly, Amour Afrique, together with the Citizens' Voice team in DRC, organised a series of Face aux Jeunes in four regions on the issue of 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.

RISKS AND MITIGATION

Repression of freedom of expression was less strong than thought would be the case in 2019. The new coalition Government took its place more peacefully than anticipated Nevertheless, there was a three-week long internet shutdown around the election. Continuing violence in parts of eastern DRC continued to pose a challenge, and the threat of Ebola was also a constant source of concern in 2019.

RNW Media is always 'shutdown-ready', and Habari RDC was able to operate through the internet shutdown by working with colleagues in neighbouring countries and communicating through VPN. The editorial policy continues to follow a non-partisan approach in order to avoid repression from the authorities. Despite the situation in the East, we were able to set up a focal point in Goma to ensure broad reach for our work.

EGYPT

LOVE MATTERS ARABIC

Changing attitudes towards sex and sexuality

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 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.

Once the campaign started, audience feedback was carefully monitored and sometimes content was modified to reduce risk. In addition, moderators were ready to deal with negative reactions and encourage positive conversations. In the end, there was much less negative feedback than expected. 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. Some comments from users were very positive, praising the campaign for increasing general knowledge about sexual relations in a society where the level of sexual awareness is very low. Another said bluntly, "follow this account and stop watching porn."

LOVE MATTERS ARABIC IN 2019

Web users
7,475,385
(48% women users)

Social Media
390,517,850
total content impressions

Facebook
1,055,030
fans

Twitter
58,417
followers

YouTube
22,565,341
video views

Instagram
47,663
followers

MASARAAT

Based in Egypt, the new Masaraat platform mentioned above, 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 they can channel those passions into career prospects. Masaraat also offers practical guidance to young people entering the workforce.

Addressing sexual harassment and gender inequality at the workplace

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

In collaboration with Plan International Egypt, Love Matters Arabic, and the Center for Development Services, Masaraat implemented a campaign around sexual 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.

MASARAAT IN 2019

Web users
39,319
(35% women users)

Social Media
18,045,343
total content impressions

Facebook
60,994
fans

**YouTube**
20,282
video views

Instagram
8,711
followers

RISKS AND MITIGATION

In 2019, the Egyptian government put in place stricter regulations on freedom of speech on social media, and Egypt continued to be a restrictive environment for journalists and human rights defenders. Our team in-country are aware of the restrictions and ensured content and moderation remained apolitical.

To ensure safe and legal operations, RNW Media contracted the Center for Development Services in Cairo as a hosting partner for Love Matters Arabic. A similar agreement was made with the company, EYouth, which is now hosting the operational implementation of our activities in Egypt.
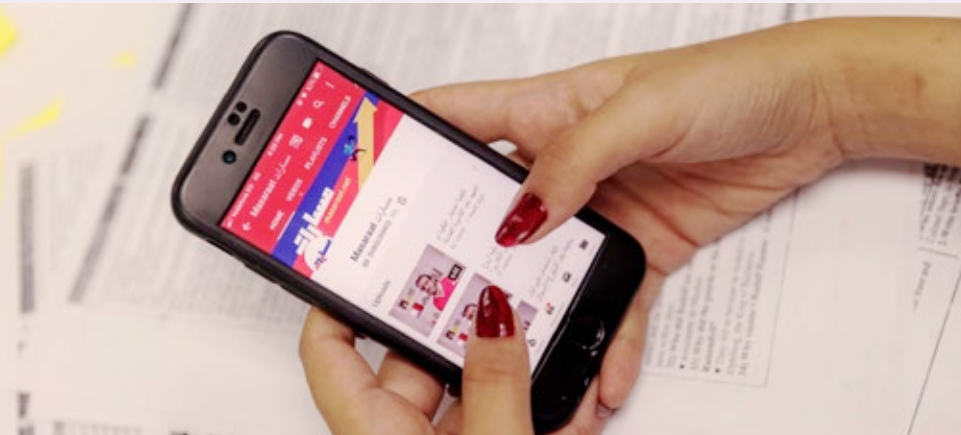
LIBYA

HUNA LIBYA

Staying connected and useful in wartime

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.

Increased women's engagement

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 in Libya, 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

Web users
102,934
(43% women users)

5 surveys
22,000
respondents

Social Media
89,245,040
total content impressions

Facebook
312,767
fans

Twitter
3,000
followers

YouTube
9,018
video views

SRHR LIBYA

In February 2019 RNW Media did extra research on SRHR to complement and update the original SRHR research done in Libya during the inception phase of the Next Generation programme in 2017. After evaluating the research findings alongside the original inception results, we concluded it would be possible to address SRHR in Libya if we focused on topics that are less controversial in the Libyan context, and if we implemented SRHR activities via an established platform. We decided to launch cautiously through the existing Citizens' Voice platform Huna Libya. The SRHR work is at an early stage but data shows that the 'health & youth' category, (under which SRHR content is published), is Huna Libya's second most popular category.

RISKS AND MITIGATION

The political situation in Libya deteriorated with the outbreak of fighting in April 2019. The Benghazi-based National Liberation Army invaded other Libyan territories, including the capital city of Tripoli, which houses the internationally recognised Government of National Accord. Regional and international powers became involved in the conflict and frequent fighting led to several closures of the international airport.

Huna Libya staff continued to be able to work from Tripoli although their mobility was very limited. One colleague had to relocate to a safer area in Tripoli after his neighbourhood was bombed several times. Huna Libya obtained local registration in Libya in 2019 to ensure the project's sustainability and create a legal and organisational framework for the team and operations in the country.

MALI

BENBERE

Increasing bloggers' legitimacy

Until recently bloggers were regularly stigmatised by Malian authorities and prevented from exercising their right to free expression. 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, 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.

Awareness-raising campaign

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

Young people get back their civic space

Opportunities for sport and recreation are a big issue for young people, and young people in Mali lack sport and recreation facilities. Benbere decided to mobilise young people and government officials to protect public spaces and protect sports grounds from developers and corrupt officials. They launched the campaign, #LaissezNousJouer (#LetUsPlay), targeting elected representatives and authorities as well as young people themselves. The campaign involved online activities and offline debates and workshop with young people meeting with various stakeholders, including local officials responsible for protecting public spaces. 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.

The mass mobilisation effort was successful. 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, young people demanded a meeting with the officials of the public agency responsible for housing development who designated 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.

#LaissezNousJouer reached more than 1 million people across the country. Overall, the campaign had 1.5 million online views. Its videos were viewed almost 560,000 times and sparked around 19,000 engagements (likes, comments and shares). Mainstream journalists from print, online, radio and television covered the campaign and it was endorsed by several prominent figures including former Prime Minister Moussa Mara. Franck Kouyami, President of the Internet Governance Forum in Benin, described #LaissezNousJouer as one of the three most impactful campaigns in West Africa.

BENBERE IN 2019

Web users
205,086
(40% women users)

Page-views
434,027

Social Media
49,907,329
total content impressions

Facebook
79,120
fans

Facebook
2,890,101
video views

Twitter
4,058
followers

BENBERE LADAMOUR

Benbere Ladamour is the new SRHR component integrated in the Benbere platform in Mali. It was launched as part of RNW Media's and Benbere's activities for the 16 Days of Activism against Gender-based Violence campaign and deals with topics such as love and relationships, youth-friendlier SRHR and legal services and the right to birth control. 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.

32

RISKS AND MITIGATION

The overall security situation in Mali continued to deteriorate in 2019, and as predicted security remained a serious problem in Northern and Central Mali. The repression in Mopti, for example, is marked by basic human rights violations and the taking of lives. All this is occurring in an overall context of poverty, lack of State control, and increasing crime and violence. For RNW Media, another risk factor was growing anti-French sentiment due to the French military presence, as our Hilversum-based staff supporting our projects in French-speaking Africa are all of French origin. Negative sentiment during a work trip in Fall 2019 was clear and palpable.

RNW Media has responded by ensuring foreign staff traveling to Mali maintain as low a profile as possible. Benbere is able to operate in relative safety while challenging the views of the authorities. The platform takes a constructive approach and puts forward a plurality of opinions. That position has allowed Benbere to gain credibility from a broad audience, and to enjoy the appreciation of both the Government and the international community. In addition, while CSOs are strong offline, young people have expressed fatigue towards political processes and lowered expectations. Benbere has been able to reengage young people politically with campaigns like #LaissezNousJouer, which are tangible and relevant to them.

Benbere works in Mopti in a highly restricted fashion. The bloggers there censor their vocabulary to avoid incendiary responses, and when they organise public events, they do not announce them before the due date to avoid the possibility of planned attacks.

SYRIA

Success and resilience against the odds

The Syria platform faced many challenges due to the ongoing war, but it managed to thrive despite the circumstances. By the end of 2019 the platform had more than 200,000 website users. This is especially noteworthy as social media marketing is not possible due to the sanctions against Syria, so all visits are generated organically. This success is in part due to a hosting arrangement with a youth-led partner organisation with legal status set up in 2019. With a legally registered partner our activities are less at risk.

Our Syria platform is the only media-based youth initiative in Syria working on social cohesion, a topic so far not frowned upon by the Government. Importantly, the aim for social cohesion is wrapped in what could be described as a message of hope. The platform addresses several issues but there is a focus on young people sharing ideas for rebuilding the country and their future, and on some of the social changes and practical challenges to be addressed such as gender inequality and youth employability. Underpinning all the content is a strong moderation strategy where moderators enact or 'role model' positive behaviour towards controversial topics by asking followers their views and presenting alternative articles or perspectives. Sometimes the audiences do this themselves.

Encouraging acceptance of diversity

The team in Syria produced a video demonstrating the diversity of Syrians 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.

Helping young people plan their future

Another successful online initiative aimed to help young people present themselves more professionally when applying for jobs. The communications campaign was created in cooperation with the hosting partner and, working together, the platform gave 2,117 young people extensive advice about their academic choices, career path and entrepreneurial opportunities. The campaign extended the project's reach and included counselling.

SYRIA IN 2019

Web users
209,584
(37% women users)

Social Media
10,221,257
total content impressions

Facebook
29,033
fans

YouTube
8,500
video views

Instagram
1,590
followers

RISKS AND MITIGATION

Working inside Syria remained very challenging. The Syrian government increased their control of the Country, bringing increased censorship and threats to the media sector. Freedom of speech remained restricted, with the Government prohibiting discussion of ethnic and religious minority rights. At the same time hostilities in Northeastern Syria—after Turkey's military offensive into Kurdish-held territory—worsened displacements and an already grave humanitarian situation.

There are severe restrictions on any activity not licensed by the Government, especially if the activity is associated with a foreign organisation. In response to the situation, we implemented our 2019 activities in Syria under the umbrella of a registered local organisation. Our project could then be presented as a local initiative. Last but not least, our activities in Syria were part of an active discussion with The Netherlands Ministry of Foreign Affairs in relation to changes in The Netherlands' international development policy in relation to Syria. Towards the end of the year we agreed with the Ministry we would develop a sustainability plan for our work there and cease our activities inside Syria by 31 January 2020.

We had no security incidents in 2019, suggesting our approach to mitigation was successful. To further protect our colleagues, we continued taking safety measures related to the website and team's emails, eliminating all visibility of RNW Media.

YEMEN

MANASATI 30

Increased women's engagement

In 2019, Manasati 30 (formerly known as Yemen Youth Panel) 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.

مع النقاب   ضد النقاب

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 Manasati 30's Facebook page are women which is in line with the average for Yemen. However, 26% of all engagements on the Manasati 30 platform were from women, while the average for Facebook pages in Yemen is 10%.

Changing attitudes on sexual harassment of women

GBV has increased by 63% in Yemen since civil war broke out in 2015, and 'Eve teasing'—harassing women through, for example, catcalling and wolf whistles—is common. Manasati 30 tackled the issue with a major campaign in 2019, timed to coincide with the 16 Days of Activism against Gender-Based Violence campaign. As well as raising awareness about the services available to survivors of GBV, Manasati 30 took their campaign to the harassers—targeting young Yemeni men between the ages of 15 and 25 via the hashtag #لاتصغرش_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.

In the run-up to the campaign Manasati 30 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.

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. Short videos of influencers who attended the performances and recorded messages amplified the impact of the theatre piece online.

Twenty-eight media outlets reported on the campaign 45 times, including Al Jazeera. The campaign's hashtag '#التحرش_يصغرك' was announced as one of Facebook's trending hashtags of 2019 in Yemen.

Steps toward sustainability

We focused on decentralising and scaling. Through collaboration with UNESCO, in their EU cash-for-work project, we had the opportunity to decentralise the work from Sanaa to other regions like Aden in the South and Shibam in the East. We also made sure we had better representation from South and East Yemen in our pool of content contributors. In addition, we secured legal registration in Sanaa in Yemen, but due to the extreme security developments in the country investing in developing the local organisation was not possible.

We also focused on expanding our audience and diversifying our youth audience. One of our actions to achieve that was to introduce quizzes to attract new visitors and distribute information. Manasati 30 added a special focus on teenagers, creating content that fits their needs, for example, answers their questions on digital literacy, education and work.

MANASATI 30 IN 2019

11 surveys
24,189
respondents

Poll on 'choosing major'
8,500
participants

Web users
93,348
(36% women users)

Social Media
60,506,606
total content impressions

Facebook
225,860
fans

Twitter
350
followers

YouTube
**1,656,810**
video views

Instagram
1,895
followers

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 the needs of young Yemeni, 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, SRHR Yemen designed and implemented a series of trainings to strengthen Yamaan's social media skills, as mentioned above. 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).

RISKS AND MITIGATION

The armed conflict in Yemen has resulted in a massive humanitarian crisis and civilian deaths. In 2019 previous alliances fractured and, in August, clashes resulted in airstrikes that further exacerbated the suffering of the Yemeni people. Attacks on the activities of (international) NGO civil society activities worsened in Northern Yemen. The de facto government in the North created the SCMCHA, through which they apply severe measures that hinder the work of all international civil society organisations.

Our local, newly registered entity did not help us to mitigate the risks, as we had hoped. Our strategy of 'no political content' was insufficient, as ties to any international entity or content that could be considered a challenge to imposed mores, even when non-political, is seen as a threat. What Manasati 30 categorised as a safe campaign topic, harassment, still triggered SCMCHA, and caused a security incident. Colleagues were threatened with investigation by the Houthi authorities. We monitored the situation closely, working intensively with the Government of The Netherlands' representatives to Yemen and (I)NGOs working to protect journalists, media-makers and/or development workers, to ensure the safety of our colleagues. A crisis management team met daily and liaised around-the-clock to support the staff with material and psychological support until safety could be guaranteed. RNW Media continues to respond to the situation.
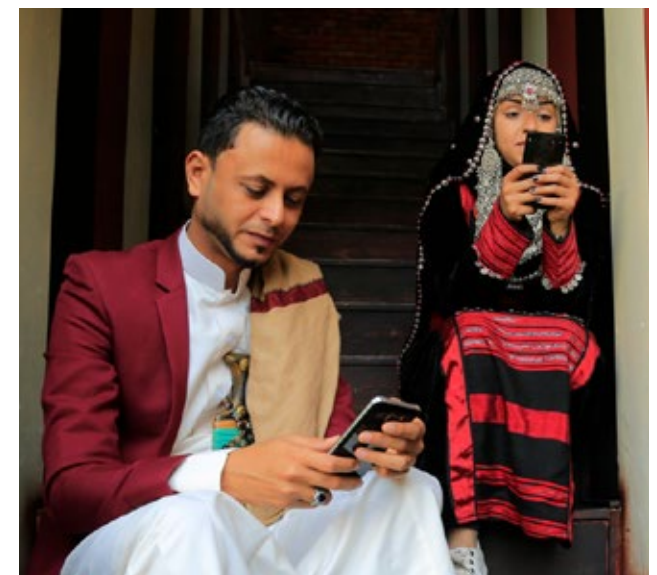
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RNTC

RNTC provides training for media professionals from all over the world: from journalists and programme-makers to activists and communication professionals from NGOs. An important decision in 2019 was for RNTC to have a major role in deepening and extending our results, as well as in strengthening local civil society and helping avoid duplication in development work.

RNTC will capture and facilitate the learning process of RNW Media. Under guidance from our programmes, RNTC will document the approaches, strategies, successes and challenges of our efforts building digital communities for social change over the past years and from implementing our Citizens' Voice and SRHR programmes. Based on the knowledge collected and synthesised on the approaches, strategies, successes and challenges of our projects, RNTC will create curricula and tools to share with other organisations through training services. This learning and knowledge sharing initiative is an important part of our efforts to deepen and extend our results and strengthen local civil society as well as help avoid duplication in development work. In addition, it will contribute to diversifying our income. In 2019, we started this work by launching a project funded by the Swedish Postcode Lottery to map the optimal process for designing and building a Citizens' Voice digital platform.

TRAINING SERVICES

Tailor-made trainings

In addition to leading our work around our development as a learning organisation RNTC continued to provide trainings, as part of their mandate as a provider of media training services. In 2019, RTNC provided tailor-made trainings 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 Delivers' 'Deliver for Good' campaign.

As part of the Nuffic Orange Knowledge and MENA Scholarship Programmes, RNTC welcomed 73 journalists and media profes-sionals from 28 countries to our training centre in Hilversum. Through one of the 10 trainings offered in 2019, participants improved their skills in investigative journalism, digital content creation, using drama for social change, creating media campaigns for social change, and in producing media to counter radicalisation. Basic storytelling and podcasting workshops were also offered.

To strengthen advocacy and influencing

In 2019 RNTC offered specialised capacity building as part of our strategic partnership with CARE Netherlands in the 'Every Voice Counts' programme, supported by The Netherlands Ministry of Foreign Affairs. The programme aims to contribute to building effective inclusive governance in fragile settings, especially through participation and inclusion of women and youth. Activities focus on using communications, advocacy and campaigning to tackle social norms that hinder the participation of women and youth in governance.

RNTC trained country teams, local NGOs and media partners working with CARE in Burundi, Rwanda, Somalia and Sudan on persuasive storytelling and use of social media, including how to develop SMART communication strategies, how to use appropriate channels and measure tactics as needed, and how to create content and resources. Trainings included training of trainers support to help ensure replicability and sustainability of good practices and results. RNTC also provided technical support on developing campaigns and mass communications and on creating online surveys and measuring the results of digital activities. Evaluations with training participants in 2019 showed they appreciated the trainings, giving a minimum average score of 4 out of 5 or higher, and felt they were better prepared to lead successful advocacy through digital campaigns thanks to the trainings.

To counter extremism

In Erbil, Iraq, with funding from The Netherlands Ministry of Foreign Affairs 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 for 17 youth activists in Erbil to develop behaviour change campaigns and strategic communication campaigns.

To support advocacy to take back online civic space

In August RNTC launched a programme with TechSoup (programme leader), providing training to civil society organisations in 15 countries in Central and Eastern Europe to respond to online trolling, disinformation and intimidation and preserve media and social digital ecosystems. For that purpose, RNTC developed a toolkit that included such topics as digital safety and security and media literacy. In total there were 20 trainings with 200 participants trained.

To counter radicalisation among young people

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

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OTHER PROJECTS

AMPLIFY CHANGE:
RIGHTS, EVIDENCE, ACTION— AMPLIFYING YOUTH VOICES PROGRAMME

The AmplifyChange funded Rights, evidence, action (REA) programme in India, Kenya, Nigeria and Uganda saw many highlights in its final year of implementation.
In 2019 REA piloted its systematic user-centred social listening research tool to gather data for advocacy live from social media posts and discussions with local CSOs and CBOs. The project yielded interesting results in terms of analysing the sentiments on relevant SRHR topics amongst influential actors on Twitter.

Another highlight was the YouthUpUN! Campaign, which was a joint endeavour between CHOICE for Youth and Sexuality and RNW Media. The focus of the campaign was on meaningful youth participation in structures at the UN in Geneva. Though CHOICE for Youth and Sexuality was in the lead for the campaign, RNW Media provided support with visuals and content to complement CHOICE's trainings and meetings.

In July 2019 the consortium came together in Kampala, Uganda, to reflect on three years of programme implementation as well as the partnership itself. At the event it became clear that all partners experienced great complementarity in their implementing countries as well as in the consortium as a whole. One of the main lessons learnt was that linking and learning is vital to smooth implementation as well as the efficiency of the partnership. Having shown strong results, AmplifyChange decided in 2020 to invest further in REA, this time in DRC and Nigeria where REA is now most relevant and necessary.

IDEAS 42:
INTIMATE PARTNER VIOLENCE PREVENTION AND CASE MANAGEMENT (INDIA)

The Ideas42 funded programme on Intimate Partner Violence (IPV) being implemented by Love Matters India ended in mid-2018. However, further funds were made available to disseminate the findings of this research-oriented programme in 2019. Love Matters India used that budget to produce two short films around the issues and did outreach across colleges in Delhi University to raise awareness of IPV. These films can be viewed on YouTube at:
https://www.youtube.com/watch?v=P0npLRQ7I0c&t=58s
and https://www.youtube.com/watch?v=KXHmwh79AeA&t=34s.
The research findings were presented at the Youth Tech and Health Conference in San Francisco 2019.
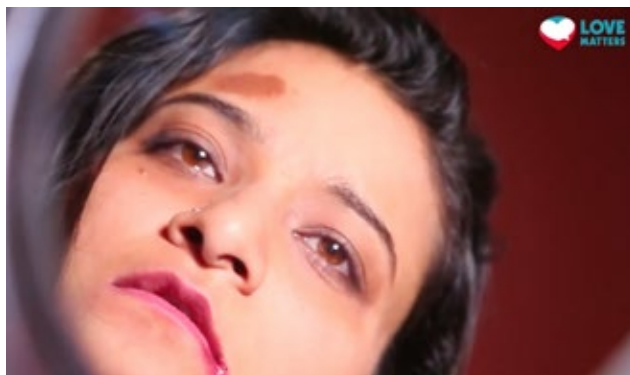
PACKARD FOUNDATION:
COMPREHENSIVE SEX EDUCATION (INDIA)

Love Matters India was awarded a second annual grant by the Packard Foundation to continue work on normalising CSE for young women and men. An Augmented Reality app on CSE was created and tested across both public and private schools in six cities. The feedback on the prototype was very encouraging and a full app is under development. Love Matters India entered into partnerships with public and private clinics and offered capacity building trainings for staff on youth friendly, comprehensive, SRHR services. Peer educator trainings continued and we have built a strong network of on-the-ground youth champions.

AMPLIFYING CITIZENS' VOICES FOR SOCIAL CHANGE

Funded by the Swedish Postcode Foundation with a grant of € 273,862, this is new one-year project began in August 2019. This project involves developing the capacity of young change-makers from our country teams to train other members of civil society organisations to engage youth via digital communities. The project involves a Training of Trainers series. In 2019 we developed a roadmap that functions as an operations manual on how to build inclusive digital communities. The roadmap includes 11 main building blocks, covering topics such as content platform development and engagement and moderation strategies, based on the needs of young change-makers.

MEDIA SERVICES IN CHINA WITH INTERNATIONAL YOUTH FOUNDATION
(CHINA)

Starting in September 2019, Justice4Her has been developing the life (including digital and advocacy) skills of young Chinese women migrant workers. The objective of the training is to build the resilience of these young women to demand change in relation to GBV. This project enjoys support from the PepsiCo Foundation, with a grant of USD 125,000, and is being rolled out with the International Youth Foundation (China). It ends in August 2020.
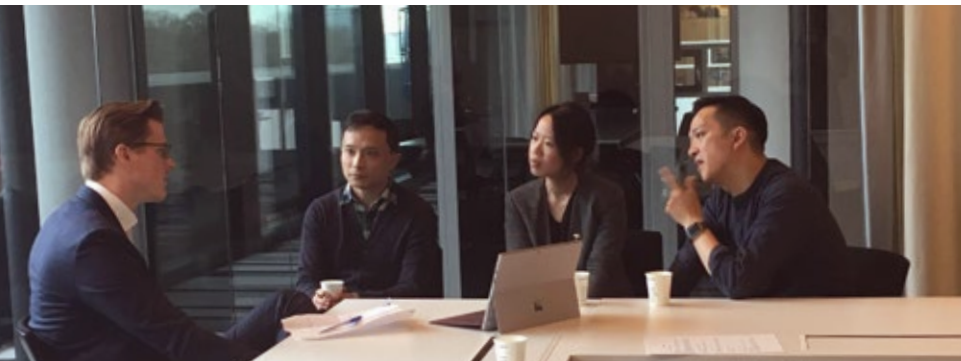
EUAID:
JUSTICE4HER 2.0
(CHINA)

Justice4Her implemented the Justice4Her 2.0 project, funded by EUAid. The project focuses on strengthening the rule of law on GBV against women migrant workers in China and on increasing their access to justice. The project seeks to support migrant women to receive legal support, including through online channels. Activities also focus on lawyers. It seeks to strengthen their lobby and advocacy capacity to fight for better regulations, policies and laws, and to improve their representation of migrant women. The project further seeks to contribute to creating an enabling environment by countering gender stereotyping and the blaming of women affected by GBV. To that end, it targets NGOs, the media and the general public to raise awareness and change attitudes. Justice4Her has a half-year no-cost extension from April 2020, and the project is expected to be finished before the end of September 2021.

THE VOICE OF YOUNG PEOPLE DETERMINES THE FUTURE!

In 2018, RNW Media received a donation of 1 million Euro from the Dutch Postcode Lottery. This donation was used in 2018 and 2019 for three focus areas: data; digital; and sustainability. For example, work has been done to use machine learning techniques to collect and analyse data, including through social listening. Based on the data, we can develop content that matches the needs of young people. Modules (building blocks) have also been developed on the basis of which new online platforms can be quickly initiated and rolled out. A franchise model has made it possible to help our platforms become independent while maintaining quality. The programme was completed at the end of 2019.

FREE PRESS UNLIMITED:
EXILE MEDIA SUPPORT PROGRAMME (BURUNDI)

This work is implemented with Free Press Unlimited and funded by the Netherlands Embassy in Burundi. The grant is of € 192,075 over two years with the possibility of a third year. In 2019 (the second year of the project), RNW Media contributed to improving the content production and dissemination of three exiled Burundian media houses through multiple video and social media trainings. We also helped implement large-scale surveys on important issues. In addition, we monitored the use of negative terms within the context of the upcoming Burundian elections in 2020, and we supported the production of innovative content formats (such as deep dives into the use of hate speech in media and videos by women for women).

RADIO LA BENEVOLENCIJA:
DISSEMINATING FACTS, ENHANCING SYNERGIES AND REBUILDING TRUST THROUGH BURUNDIAN MEDIA

This work is a collaboration between Radio La Benevolencija and Yaga Burundi. With € 331,368 over two years, with the possibility of a third year, The Media Support Programme is funded by the Netherlands Embassy in Burundi and with the cooperation of the Swiss Agency for Development. 2019 has been very successful in terms of activities realised. RNW Media's Yaga team have produced innovative videos (explainer videos and motion designs), both on civic education and hate speech in Burundi. Yaga trained 121 media practitioners from 20 different media houses and the Province of Gitega Communication Team on online content dissemination and social media. Ongoing social listening helped local content production and context understanding. In addition, we successfully brought on board the Swiss Agency for Development and Cooperation in Burundi as a co-funder for the programme.

RADIO LA BENEVOLENCIJA:
CREATE DIALOGUE THROUGH HISTORY IN BURUNDI

The Create Dialogue through History in Burundi programme is also led by Radio La Benevolencija and is funded by the Embassy of Belgium in Burundi. The grant is of € 253,183 for 26 months. Yaga Burundi implemented multiple surveys on the interest and knowledge of young people in the history of Burundi. In line with the surveys, Yaga also produced content on the country's history (explainer videos, blogs, drawings), conducted debates and organised trainings for three Burundian media organisations on storytelling and the use of data and infographics.

CASH FOR WORK:
UNESCO HERITAGE FUND

UNESCO's Cash for Work project, funded by the European Union, aims to improve livelihood opportunities for urban youth in Yemen through the preservation and restoration of cultural heritage. RNW Media is partnering with UNESCO to design and implement an awareness raising campaign on preserving and promoting cultural heritage. Activities in 2019 included producing a content series in collaboration with young Yemenis and conducting an online survey on the topic. We had 2,573 young people participate in the survey, and 38 local media republished the results. UNESCO used the survey results to understand young people's priorities and initiatives on the topic. Notably, 81% of our audience evaluated our cultural heritage content as very good to excellent.

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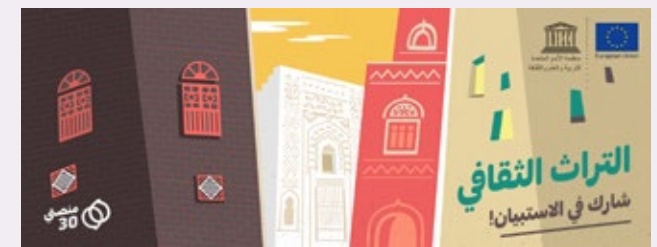
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PMEL AND RESEARCH FOR IMPACT

PMEL AND DATA DEPARTMENT JOIN FORCES

2019 saw the merger of the PMEL and data departments, resulting in an integrated PMEL strategy and research agenda. The team started to integrate methods like social listening and outcome harvesting to deepen our understanding of (advocacy) approaches and results. Research focused on advocacy, effects of moderation, and impact on users.

CHANGING KNOWLEDGE, ATTITUDES AND BEHAVIOUR

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 on our platforms. Users reported changes in attitude the most (48%). Increased knowledge was reported by 35% of the users, while 14% of the users said they experienced behaviour change. Most users reported changes in the areas of social cohesion, gender equality, and freedom of expression.

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.

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.
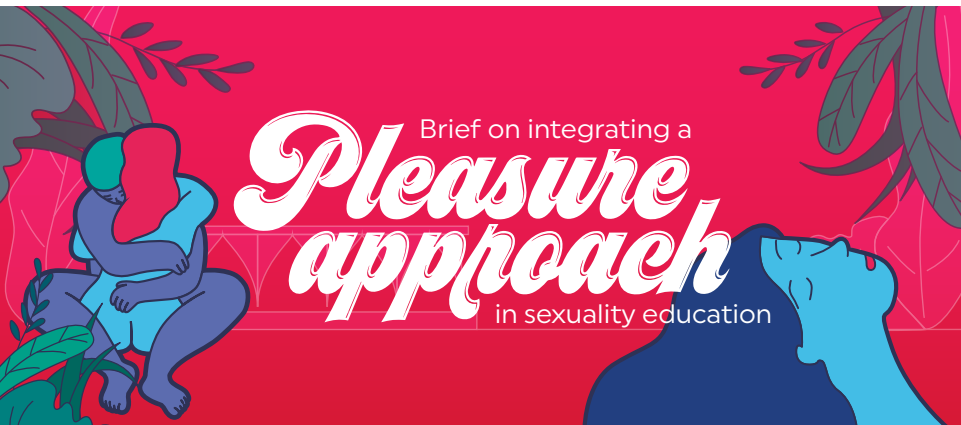
PLEASURE PAPER ACCEPTED FOR PUBLICATION BY GATES OPEN RESEARCH

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. The paper provides empirical evidence from the Love Matters platforms in Mexico, Kenya, Nigeria, Egypt, and India. The evidence 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. Indeed, while pleasure-focused content is 1.5 times more popular than sex education focused content across all platforms, education focused content attracts more organic traffic. This suggests young people purposefully search for sexual health information online.
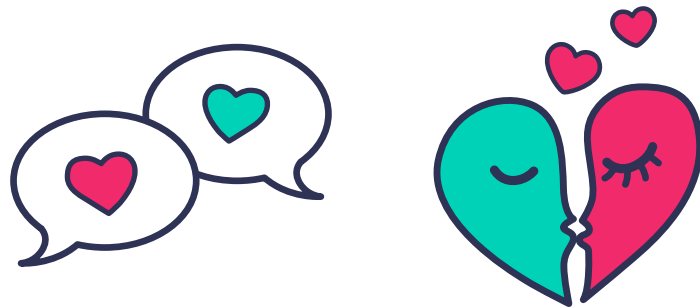
GLOBAL INTERNET SENTIMENT SURVEY

RNW Media supported RIWI to roll out the second Global Internet Sentiment Survey (GISS). 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 do not 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.
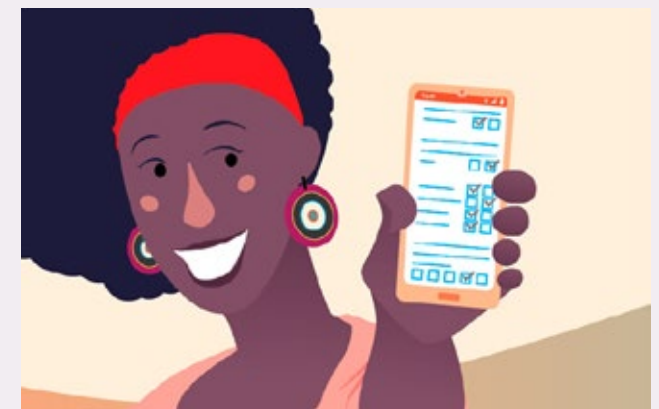
MIDTERM REVIEW

The most important piece of research that took place in 2019 was the external independent Midterm Review of the Next Generation Programme. This section reviews the findings of the evaluation as well as the recommendations.

Key evaluation findings:

• 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 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:

• 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.

RESPONDING TO THE RECOMMEN- DATIONS

In 2019 we began taking on a number of actions to respond to the recommendations of the Midterm Review. They include the following. To broaden the user profile, in particular engage more young women, we have taken up a number of strategies (see section on our thematic programmes), including applied audience segmentation (see SMART targeting). In Burundi, DRC and Mali we have established a 'gender champion' at the heart of each team, who will be responsible for assessing how we reach and engage young women—best practices and challeng- es—and to develop a strategy to address the digital gender gap. We are also making more audio-based and visual content to make our content more accessible for less literate people or people living with disabilities. Note, the recommendations related to addressing more vulnerable young people were already been addressed as a result of the strategic review of the Citizens' Voice and SRHR programmes. We also planned a review of our Theory of Change for Citizens' Voice to better reflect the programme's value and uniqueness, and we set out to develop a clearer Citizens' Voice data strategy in 2020 so we can make better use of our digital data.

In addition, we set up a research track to understand better how change in social norms happens on our platforms, and how we can better integrate this in our interventions. We are currently in the process of developing a pilot methodology to capture the social norms our audience holds in relation to specific topics connected to our content strategy. If the pilot is successful, we will roll out the methodology across projects, and use the findings to adapt our project-specific content strategies. In addition, we also joined the inter-NGO expert group, Norms in Practice, (led by CARE and hosted by The Spindle) that seeks to create awareness and dialogue about incorporating (gender) norms in programme design, research projects and funding frameworks.

DIGITAL TOOLS

Social listening

In 2019, we developed a robust social listening strategy to monitor what people talk about on some social media channels and on blogs and forums. 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 us understand how best to engage with young people on our own platforms and also help us 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.

SMART targeting

In 2019 we developed a robust SMART targeting strategy. In the tech industry SMART Targeting refers to the use of artificial intelligence technology to predict the interests of website visitors and target them with relevant content and offers at optimal times in order to reach commercial objectives and goals. For RNW Media SMART targeting means using a coherent integration of marketing tactics, digital channels, content and moderation to establish the desired conversation among the desired target group.

As part of SMART targeting we look beyond the young people who make up our core users and design interventions directed at other target markets that have an influence on our users. We also delineate an engagement road map for the content. An essential element of this stage is understanding the local context and social norms. We also create micro audience segments, based on various factors, including age, gender, location, behavioural predictions, etc. A campaign can then direct specific marketing actions to each micro-segment to maximise the effectiveness of every contact with each audience.

No SMART targeting approach that seeks to optimise non-polarising engagement and create safe spaces can be effective without an appropriate moderation strategy. Our moderators follow the conversations and intervene rapidly where needed. In addition to carefully following the dialogue, they can use the data we have from our micro-segmentation and from social listening to craft their responses.
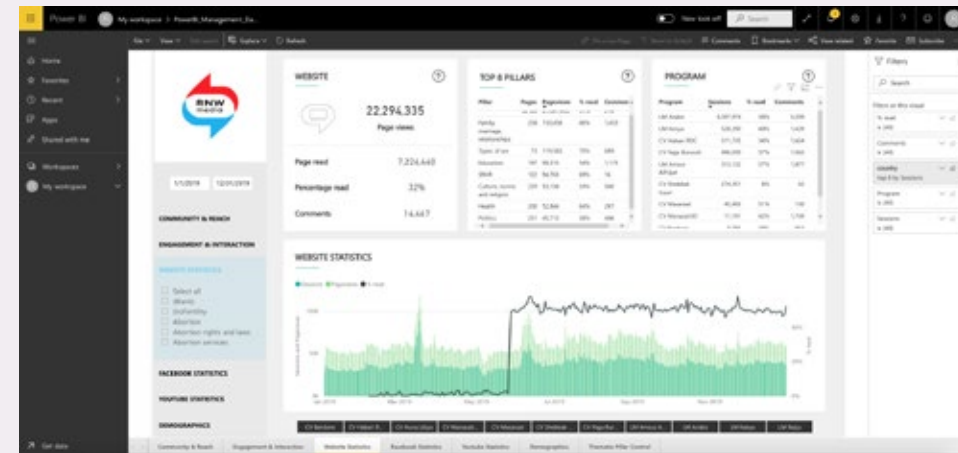
New dashboards

In 2019 we launched an overarching dashboard and 13 project-specific digital dashboards to enable teams to analyse data and gather insights from their platforms and improve content and engagement strategies. The dashboards were developed per programme and per country. They provide data on the demographics, geographical location and age of our audience members as well as on the number of users/followers. They also allow us to track overall progress on programme ToCs, using digital metrics, and to track trends on topics with the most engagements and discussion. The digital dashboards are able to show this kind of data because content on our websites and social media channels is categorised and tagged according to a programme-specific taxonomy. Each taxonomy is based on the SDGs. This helps us make sure our platform content aligns with international development objectives.

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GLOBAL RISKS AND MITIGATION MEASURES

Given the nature of our work and the restrictive countries where we work, safety and security is a standard item on our Management Team and Supervisory Board meeting agendas. In 2019 we have dealt with regular incidents especially around special events like elections. We have increased the safety and 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 and the Embassy) were properly informed, and we took all necessary measures to make sure our people and beneficiaries were safe.

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.

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

Please see Annex I for information on our risk analysis and mitigation matrix. The Management Team reviews the risk analysis and mitigation analysis on a twice-yearly basis and the Supervisory Board formally approves it.

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FINANCES

We closed 2019 with operating revenues totaling €13.6 million (2018: €13.6 million), of which €8.2 million came from The Netherlands Ministry of Foreign Affairs for the Enabling the Next Generation programme. €5.4 million came from other income; of 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 and the International Youth Foundation, while other donors such as local embassies (from Belgium, Switzerland, The Netherlands) intensified their partnerships with us. Partnerships such as with the 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 approaches, innovation and 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 and sustainability, and in the process of transforming RNW Media into a project-driven organisation. With extra costs, amongst others for taxes and the Wholly Foreign Owned Entity in China, the total result of 2019 is a deficit of €2.3 million. For more information please turn to the Management Report and Financial Statements 2019 accompanying the 2019 Annual Report.

Annex I

INDICATORS, TARGETS AND RESULTS

In 2019, we started to work with the revised ToC indicator framework, which provides deeper insights in our results. For example, as moderation of the platforms becomes increasingly important, an indicator on moderator engagement was included. Also, the framework now shows how many young people interacted with each other, and shared their views and needs through surveys, which are increasingly important elements of our programmes. Many of these indicators were measured for the first time in 2019, and these baselines can inform target setting.

In relation to our reach results, 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 with the Love Matters Global Network. 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.

THEORY OF CHANGE INDICATORS	TARGET CITIZENS' VOICE	RESULT CITIZENS' VOICE	TARGET SRHR	RESULT SRHR
# of people reached by platforms (website users)	1,2M	1,7M	8,8M	8M
Social media community size	1,6M	1,7M	2,1M	2,4M
# of new partnerships established	-	66	-	83
# of website content views	2,5M	3,8M	17,5M	17,1M
# of social media content impressions	-	612M	-	1285M
% of website content views in which users are likely to have actively read content	-	34%	-	31%
# of comments on website	-	6,7K	-	6,4K
# of engagements on social media	5,6M	6,6M	1,9M	4,7M
# of moderator engagements with users	-	7,5K (FB)	-	6,2K (FB) 3,1K (Discussion Board)
# of survey respondents to youth needs/views surveys	-	47K	-	4,5K
# of interactions between users	-	26,2K (FB)	-	9,6K (FB) 7,5K (Discussion Board)
# of organisations RNW Media shared evidence with.	-	54	-	40
# of times our content is amplified by media and partners	-	503	-	95
# of times action was taken by RNW Media or partners, based on evidence (SRHR)	-	-	-	32
# of times decision and opinion makers engaged with the CV programme	-	228	-	-
# of actions taken by decision and opinion makers related to CV content	-	11	-	-
# of referrals made to service providers (per type)	-	2218	-	1011
% of users indicating they changed their knowledge/attitude/ behaviour as a result of the platform (survey question)	-	68%	-	69%
# of implementing partners and team members trained (by type)	-	63	-	34
% of implementing partners and team members with increased capacity as a result of RNW Media training (by type)	-	69% (Week of International Learning only)	-	69% (Week of International Learning only)
# of external stakeholders trained (by type)	-	540	-	614
% of external stakeholders with increased capacity as a result of RNW Media training (by type)	-	-	-	90% (IFMSA training Egypt only)

Annex II

RISKS MITIGATION MATRIX

DEFINITIONS

RISK – Identified risk - added to risk and mitigation framework on MT level.

LIKELIHOOD – The chance, within the range low-medium-high, that the mentioned risk applies for RNW Media.

FINANCIAL IMPACT RANGE, SHOULD RISK BECOME REALITY
LOW - < € 100.000: Measures can 'easily' be taken to compensate for financial loss.
MEDIUM - € 100.000–€ 1 million: Intensive effort is needed to compensate for financial loss.
HIGH - > € 1 million: Measures to compensate for financial loss are extremely difficult. The financial base is at serious risk.

OTHER (NON FINANCIAL) IMPACT RANGE, SHOULD RISK BECOMES REALITY
LOW - Measures can 'easily' be taken to rebalance.
MEDIUM - Intensive effort is needed to rebalance.
HIGH - Measures to rebalance are extremely difficult. The organisational base is at serious risk.

SCORE
SCORE **LOW = 1**
SCORE **MEDIUM = 2**
SCORE **HIGH = 3**
CALCULATION = likelihood x (financial impact + other impact) - **see score table**

NEED FOR MITIGATION – Board regards risk acceptable given current status.

LEVEL OF CONTROL – Level to which organisation can influence/mitigate the risk.

MITIGATION – MT established mitigation steps to take.

STATUS – Status of various identified mitigation steps.

RISK APPROPRIATELY MITIGATED – Judgement of Supervisory Board as to whether appropriate mitigation steps are taken.

SCORE TABLE

RISK ASSESSMENT

LIKELIHOOD	FINANCIAL IMPACT	OTHER IMPACT	LOW	MEDIUM	HIGH
HIGH		HIGH	12	15	18
		MEDIUM	9	12	15
		LOW	6	9	12
MEDIUM		HIGH	8	10	12
		MEDIUM	6	8	10
		LOW	4	6	8
LOW		HIGH	4	5	6
		MEDIUM	3	4	5
		LOW	2	3	4

Annex II

RISKS MITIGATION MATRIX

RNW MEDIA NEXT GENERATION ANNUAL PROGRESS REPORT 2019

ANNEX II - RISKS MITIGATION MATRIX

RISKS	LIKELI-HOOD	FINANCIAL IMPACT	OTHER IMPACT	SCORE	NEED FOR MITIGATION	LEVEL OF CONTROL	OWNER	MITIGATION
STRATEGIC								
Increased pressure on (international) NGOs and the work they do	HIGH	HIGH	HIGH	18	YES	WEAK	CEO	• In close cooperation with branch organisation Partos and other (Human Rights) actors increase support for international development and the organisations involved. Lobby in Netherlands context and with MoFA in global context.
Reputational damage in NL or internationally	LOW	HIGH	MEDIUM	5	YES	MODERATE	CEO	• Be well informed and prepared, (crisis) reputation management plan. • Maintain (International) risk management plan. • Risks and incidents are managed on MT level as a permanent agenda item. • International approach on good governance. • Codes, conditions and selection criteria for corporates, partners and activities. • Further professionalisation and certification, continue to comply to ISO 9001, Partos 9001, ANBI. Consider CBF registration. • Collaboration within sector on critical issues.
Changes in NL government & global development policy	MEDIUM	MEDIUM	MEDIUM	8	YES	WEAK	CEO	• Stakeholder management on different levels to maximise level of information. • Realistic anticipating, reporting, monitoring, adjusting.
Changes in NL government & global funding policy	MEDIUM	HIGH	MEDIUM	10	YES	WEAK	Director BD	• Stakeholder management on different levels to maximise level of information. • Further donor/other income sources diversification. • Flexible organisational setup and size of the staff formation.
FINANCIAL								
Disappointing additional funding/income growth	HIGH	HIGH	HIGH	18	YES	MODERATE	Director BD	• Further intensify local/ international acquisition, strengthen networking, with a clear focus based on strategy and target setting per programme and individual staff. • Further donor diversification, income growth from private donors, corporates, foundations. Strong monitoring of pipeline development. • Develop plans for in-country fundraising. • Make organisation as lean and mean as possible, further reducing overhead, benchmarking with NGO sector. • Defined priority target list of high potential donors and foundations, strengthen relationships with these. • Continuous (short and long term) planning and adjusting, develop fall back scenario's. • Flexible staff policy; investing in core staff and flexible workforce. • Analysis of income and costs on fundraising activities. • Continuity reserve.
Not enough cash around November/December (credit facility ING 500k)	MEDIUM	MEDIUM	LOW	6	YES	MODERATE	Director F&O	• Multi currency accounts (Euro and USD). • Address price fluctation in contracts. • Pay/work in one currency, require prompt payment. • Build in reserve in commitments and reservations. • Continuous (short and long term) planning and adjusting. • Payment in local currency when possible.
Payments to local programmes being sanctioned/blocked	HIGH	LOW	MEDIUM	9	YES	MODERATE	Director F&O	• Networking with a variety of organisations dealing with similar challenges. • Contact with Dutch embassies. • Improvising cash- and other means of payment. • Payment of creditors on offshore accounts.
ING terminates relationship caused by working in Syria	MEDIUM	MEDIUM	MEDIUM	8	YES	MODERATE	Director F&O	• Discuss the option to stop working in Syria. • Networking with ING explaining the nature of our work in order to clarify the risk

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Annex II

RISKS MITIGATION MATRIX

Not enough cash around november/december (credit facility ING 500k)	HIGH	LOW	HIGH	12	YES	STRONG	Director F&O	• We have to use the credit facility (otherwise it might be cancelled). • Offer AVRO TROS a discount if they are willing to pay the full 2020 rent in december. • Discuss a mortgage backed credit facility with AVRO TROS. • Reduce costs.
Failing to comply with grant conditions and/or erronuous budgeting and/or lack of administrative controls	LOW	MEDIUM	LOW	3	YES	STRONG	Director F&O	• Dedicated attention for grant conditions during proposal writing, at project start and during project. • Check on eligibility of Partners and ourselves before submitting proposals. • Thorough understanding of allowed hourly rates. • Standardise budgeting formats and -methods.
Fraud and corruption risks	LOW	LOW	LOW	2	YES	STRONG	Director F&O	• Partnership due diligence policies and processes in place and applied.
ORGANISATIONAL/OPERATIONAL								
Harmed relationship with stakeholders	MEDIUM	HIGH	MEDIUM	10	YES	STRONG	Manager Stakeholders	• Good CRM & database management. • Implement & evaluate partner policy. • Good overall policy + organisation-wide awareness and responsibility on relationship management. • Good relationship management, by specialized staff members per stakeholder category, (priority) donors are priority stakeholders. • Variation in means of communication / events / involvement. • Involvement in work where possible • Open communication on successes and failures.
Physical safety & security	HIGH	HIGH	HIGH	18	YES	MODERATE	Director F&O	• Continuous improvement of Safety & Security protocol in collaboration with local partners. • Crisis management team ready to operate. • Divert focus (temporarily) to less sensitive/political subjects. • Incident reporting register in place and managed actively. • If needed: working from other countries; work with diaspora. In the Netherlands, hire employees from countries involved. • Flexibility on making our own choices in programme selection; adjustments during implementation if local context requires so.
Digital safety & security	HIGH	MEDIUM	HIGH	15	YES	MODERATE	Director F&O	• Digital security policy and workrules. • (Awareness) trainings in collaboration with experts. • Support by sharing knowledge and access to aliases and encryption methods. • Continuous monitoring of the safety and accessibility of our platforms, especially in high-risk countries. • Collaboration on training with Civicus, Justice and Peace and local parties. • Creation of a safe online digital workenvironment for all colleagues: Office 365.
Data risks relating to management, storage, changes in regulations and digital gatekeepers.	HIGH	MEDIUM	HIGH	15	YES	MODERATE	Director P&I	• Design and implement a strategy and policy on data storage. • Implement responsible data framework. • GDPR processes in place and managed. • Install gatekeeper tracking system.
War or severe and continuous violence; natural disasters	HIGH	LOW	HIGH	12	YES	WEAK	CEO	• Active monitoring especially around events like elections. • Physical: work from other countries; include diaspora. In the Netherlands, hire employees from countries involved. Keep in touch with local partners. • Digital: be prepared to secure data. • Governance: be ready to adjust programmes and targets.

Annex II

RISKS MITIGATION MATRIX

Hiring and retaining staff leaving due to small organisation offering limited career opportunities and uncertainty due to dependence on grants	MEDIUM	LOW	MEDIUM	6	YES	STRONG	Director F&O	• Build quality, capacity, experise and institutional memory within board, management team, organisation. • Compensation & benefits up to standard. • Performance monitoring, assessments and reviews. • Develop a personnel planning. • Hire consultants, collaborate with recruitment agencies. • Good quality system in place for the internal organisation. • Strategic planning process, including annual plans and evaluations. • Become a learning organisation.
System breakdowns (financial, IT, programmes, donor management)	LOW	MEDIUM	LOW	3	YES	STRONG	Director F&O	• Document all processes, test/audit processes, maintain ISO certification. • Contract external IT company for maintenance and system management, increase level of IT knowledge within the organisation. • Back up systems in place. • Invest in quality and maintenance of systems.
Cyber attacks on or blocking of RNW Media site/platform	HIGH	MEDIUM	MEDIUM	12	YES	MODERATE	Director F&O	• Constant monitoring of systems for indications of actions against RNW Media. • Provide good information to social media editors about do's and don'ts. • Invest in relationships with authorities that may consider blocking RNW Media sites. • Website hosting is secured with reputable independent third party 'True', based in Amsterdam. • Networking with a variety of organisations dealing with digital freedom and -security.

Annex III

BUDGET AND EXPENSES

	YEMEN		EGYPT		LIBYA		BURUNDI		SYRIA		RWANDA		DRC		MALI		CHINA	
	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES
Programme Costs SRHR	152,000	215,617	628,000	456,447	52,000	150,608	200,000	166,839	–	–	170,000	145,149	134,000	257,783	134,000	218,195	1,068,000	198,020
Data/digital SRHR	106,000	89,813	106,000	89,813	106,000	89,813	106,000	89,813	–	–	106,000	89,813	106,000	89,813	106,000	89,813	106,000	89,813
Programme Costs SCIG	521,000	526,042	276,000	344,023	389,000	411,847	760,000	725,385	331	375,560	–	–	645,000	597,607	444,000	481,090	1,252,000	1,096,826
Data/digital SCIG	106,000	89,813	106,000	89,813	106,000	89,813	106,000	89,813	106	89,813	–	–	106,000	89,813	106,000	89,813	106,000	89,813
Programme costs RNTC	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Programme costs other	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Administration	117,000	129,682	117,000	129,682	117,000	129,682	117,000	129,682	117,000	129,682	117,000	129,682	117,000	129,682	117,000	129,682	117,000	129,682
TOTAL	1,003,000	1,050,967	1,234,000	1,109,778	770,000	871,764	1,289,000	1,201,532	555,000	595,055	393,000	364,644	1,109,000	1,164,698	908,000	1,008,593	2,650,000	1,604,154

	THIS IS AFRICA		KENYA		NIGERIA		INDIA		MEXICO		GLOBAL INCL. RNTC			TOTAL	
	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES	BUDGET	EXPENSES		BUDGET	EXPENSES
Programme Costs SRHR	–	–	876,000	511,353	334,000	267,259	674,000	451,876	–	145,943	–	1,494,315		4,420,000	4,679,404
Data/digital SRHR	–	–	106,000	89,813	106,000	89,813	106,000	89,813	–	89,813	–	89,813		1,169,000	1,167,568
Programme Costs SCIG	–	–	–	–	–	–	–	–	–	–	–	168,311		4,618,000	4,726,690
Data/digital SCIG	–	–	–	–	–	–	–	–	–	–	–	89,813		851,000	808,316
Programme costs RNTC	–	–	–	–	–	–	–	–	–	–	867	1,030,862		867,000	1.030,862
Programme costs other	217,000	291,844	–	–	–	–	–	–	–	–	–	–		217,000	291,844
Administration	117,000	129,682	117,000	129,682	117,000	129,682	117,000	129,682	–	129,682	117	129,682		1640,000	1.945,237
TOTAL	334,000	421,526	1,099,000	730,849	557,000	486,754	897,000	671,371	–	365,438	984,000	3,002,797		13,782,000	14,649,921

RNW media

THANK YOU

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