



RNW Media

Annual report 2016



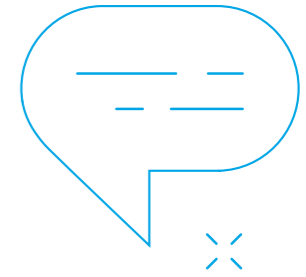
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01.

Introduction



RNW Media has enjoyed a wide variety of successes over the past years. A highlight was its collaboration with the Ministry of Foreign Affairs in implementing an innovative Freedom of Speech programme.

The Freedom of Speech programme fulfilled and even surpassed all its main targets, clearly reflecting an urgent need among young people to have their voices heard. Via the programme’s multimedia platforms and productions around the themes of Democracy & Good Governance, Sexual Health & Rights, and International Justice, RNW Media’s online reach grew from 36.8 million interactions in 2013 to 286 million in 2016. The Ivoire Justice project, for instance, fulfilled a real need for young Ivorians by offering unbiased information on which they could form their own opinions. The platform the Project offered made it possible for people to talk openly about the crisis in their country and the related trials at the International Criminal Court.

Transformation

By the end of 2016 RNW Media had successfully reinvented itself, in line with MDF Training and Consultancy’s 2015 Midterm Review recommendations. The organisation had transformed from a traditional broadcaster into an international NGO with expertise in enabling communities of young people to drive social change through digital media, thereby giving them the possibility to be part of an inclusive society in which their rights are respected.

On- and Offline

In 2016, RNW Media focused on 22 countries where legal restrictions or taboos make it difficult to find information on subjects such as sexuality, democratic participation and international justice. The approach embraced the involvement of young people themselves, using rights- and science-based information, and working closely with local partners to develop a customised mix of online platforms and offline actions.

Successes

As longer-term projects gained momentum, 2016 saw many major successes. For example, RNW Media beat stiff competition to win a grant from the Sexual and Reproductive Health and Rights (SRHR) fund, AmplifyChange, whose important donors include the Danish and Norwegian governments.

Meanwhile, the satirical programme What’s Up Africa, produced in collaboration with the BBC World Service, achieved a reach of 8.5 million views via RNW Media’s own Facebook page and YouTube channel – 160,000 views a week. That’s an increase of more than 460 percent compared to 2015. What’s more, the Facebook community more than doubled in 2016, growing from 274,000 to 559,000.

The Chinese project Justice4Her, which works on strengthening the rights of migrant workers, won a prestigious Social Impact Media Award (SIMA) in the

Creative Activism category in 2017 for its video Don't Cover Up, Step Up. Since its release in October 2016, the video has been viewed 1.3 million times, plus 10 million views for its hashtag, and it has received wide coverage in the Chinese media.

Innovation remained key throughout. By applying data for social change RNW Media gathered a remarkable amount of information from people in countries where exchange on sensitive subjects is highly constrained. RNW Media also achieved an unparalleled reach for an NGO.

Lessons Learned

RNW Media became more agile in responding to real-time events – from setting up communication platforms for Syrian refugees to training blogging collectives in post-election Burundi.

As a result of RNW Media's new focus on two themes – Realising Sexual and Reproductive Health and Gender Rights and Social Cohesion and Inclusive Governance – in 11 countries in Africa, the Middle East and China the organisation began handing over a number of projects in 2016. Projects in Ukraine and Uganda were launched and handed over within the space of a year. This handing over was possible due to robust forward planning with strong partners that included planning for sustainability as part of project inception.

Thanks

RNW Media's achievements in 2016 would not have been possible without the innovative insights of young people from around the world, the dedication of RNW Media's stakeholders, the financial support of several donors (in particular the Ministry of Foreign Affairs), the sound advice of our Supervisory Board, and the committed work of colleagues both in Hilversum and in the regions. Even during the transition, all our colleagues determinedly continued to offer their full assistance to partners and co-workers. I am extremely proud of their commitment, which transcended personal interests, and I would like to express my sincere gratitude to all of them. Last but not least, I would like to thank Robert Zaal, who was still general director of RNW Media for most of 2016 while I was still working as programme director.

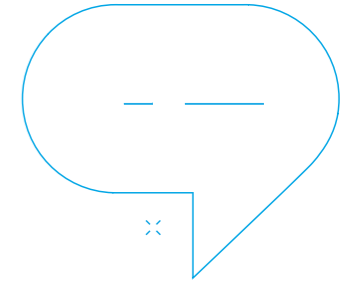
The Future

With our subsidy from the Dutch Ministry of Foreign Affairs continuing through 2020, and the support of donors and partners such as AmplifyChange, Ford Foundation, Packard Foundation, CHOICE for Youth and Sexuality, IPPF and WGNRR, RNW Media can now focus on continuing its renewed vision for 2017 and beyond. RNW Media will become an increasingly focused, effective, efficient and independent organisation so we can empower and inform young people living in restrictive settings to confidently claim their rights, assume their place in society, and shape a better future.

Hilversum, May 2017
Jacqueline Lampe, CEO of RNW Media

02.

Foreword CEO



In 2016, Jacqueline Lampe was chosen to be RNW Media's CEO and lead the organisation in a new direction.



It was a big year. How do you look back?

'It was a very exciting year filled with decisions and steps forward. While there was a solid foundation to build on, it would have been impossible without an extremely committed team to make such a transition. We needed to streamline and strengthen the organisation and make it ready to take a new direction to enable young people to achieve social change in restrictive settings.

In the midst of all this transitioning, we were able to hit all our targets. We had particularly impressive results with the Yemen Youth Panel, El Toque in Cuba, and Love Matters in India and China. This really reflected the organisation's capability and agility.

There was other good news. We secured new funding from the [Dutch Ministry of Foreign Affairs](#) and [Amplify Change](#). We got a lot of positive press, both in the Netherlands and beyond. Plus, we gathered all our regional colleagues for a summit here in Hilversum.

However in the bigger picture, the world seems to be going backwards. Democratic processes are under increased pressure in the countries where we work – for example in Kenya, Burundi and Ivory Coast. Human rights and freedom of speech are also getting hit hard – not only in our target countries, but everywhere, including in the US and Europe. That spurs us on to push ahead with what we're doing.'

What will 2017 bring?

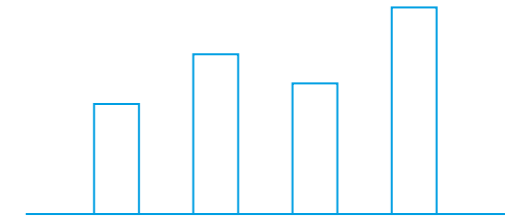
'It's the first year for the new direction. We will gather more context, open ourselves up even more to the outside world, and expand our networks. Things are changing fast, so we really need the insights of young people in our target countries - insights that will help them drive positive social change. In the second half of 2017, we'll expand our programmes, and in such a way that they have more impact and are more efficient. That's our challenge, that's our focus.'

How do you personally look at RNW Media? What makes it different?

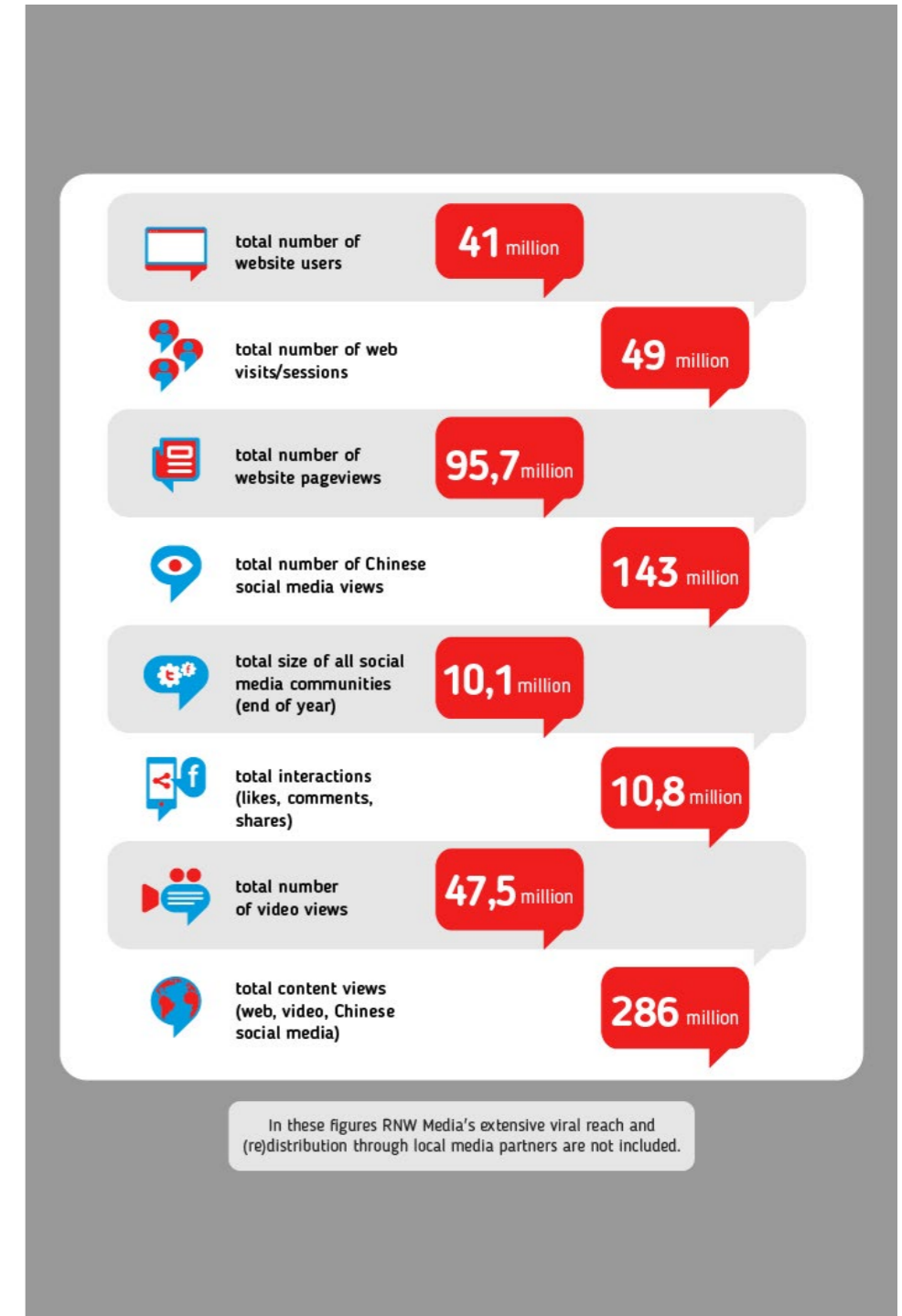
'I love it. When I started, it seemed to combine the two arenas of my working life: innovative media and international NGO work. However I soon discovered RNW Media was something truly different: we get young people to set the agenda. That's an easy thing for an NGO to claim - but we're actually doing it. This involves partnering with those actually bringing about change: young people. They need us most. And the sheer commitment and innovativeness of the local teams - and the fact we are reaching millions of people - is what keeps us all inspired.'

03.

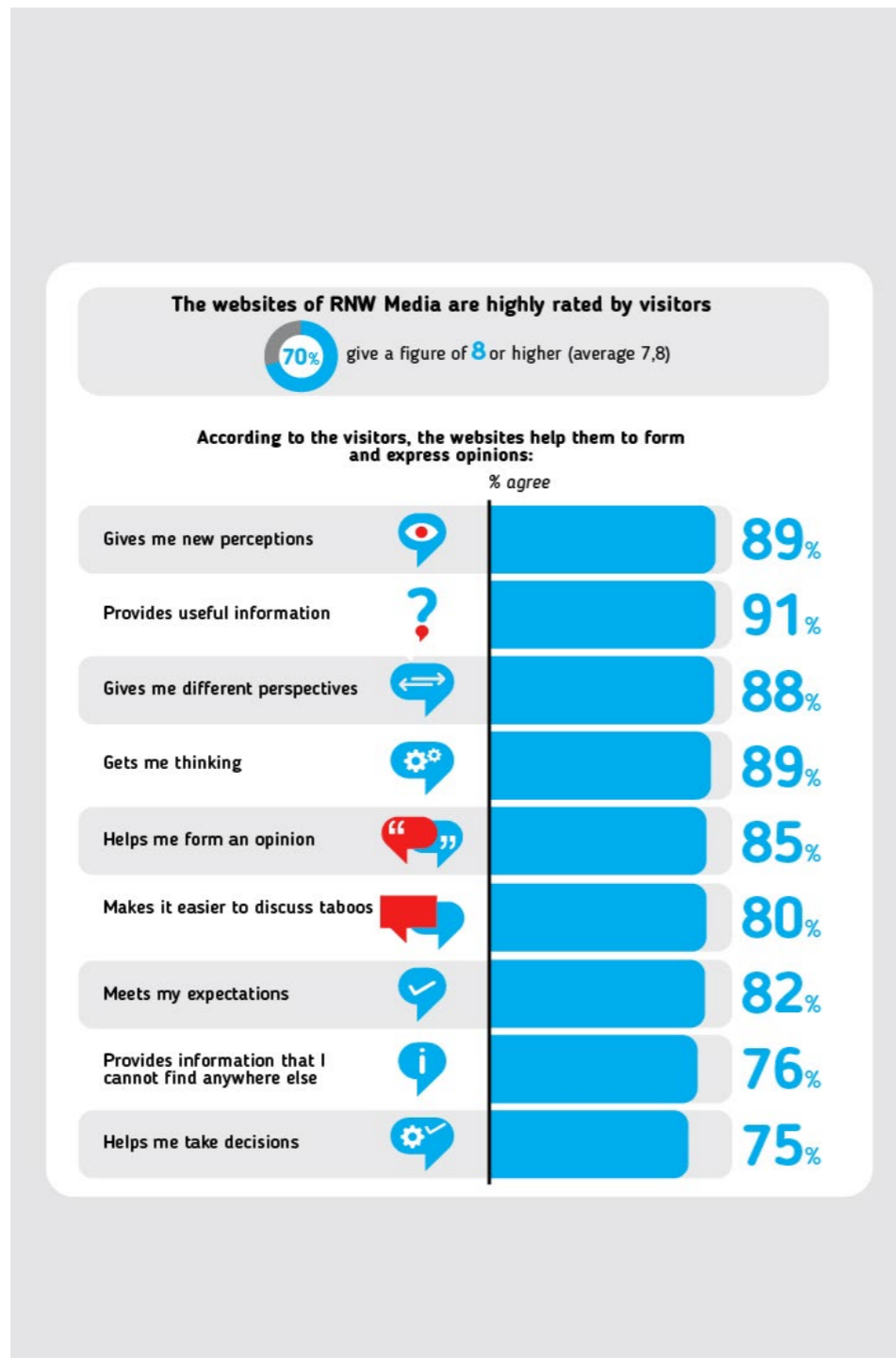
Infographics 2016



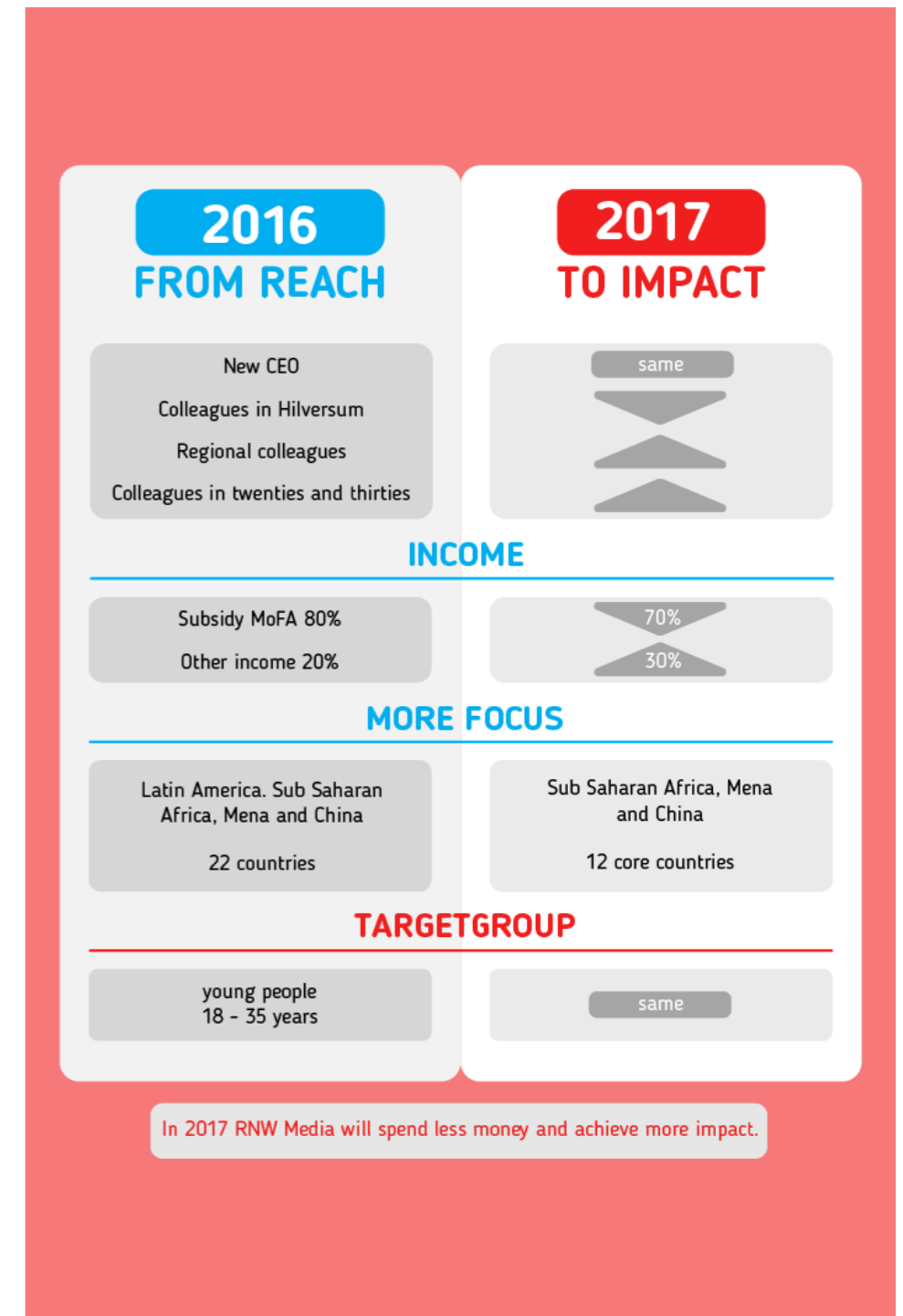
Annual figures



Ratings

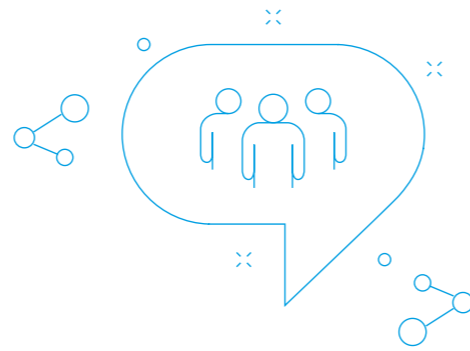


Organisation



04.

Introducing RNW Media



4.1 vision

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

4.2 Mission

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



4.3 Core Values

RNW Media is a value-driven organisation. The work in 2016 was based on three core values: innovation, open-mindedness, and independence. After a review, for 2017 these core values now include:

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

4.4 Target group

Hi, I'm Leila. I have questions about my body. But I was taught that even my body parts are dirty words - and for some of those parts, there aren't even words...

Hi, I'm Ema. I want to influence the future of my country - but I face a government run by old men...

Hi, I'm Xing. I crave a place to share my thoughts with others - without worrying about being overheard...

Leila, Ema and Xing represent RNW Media's target group: young people aged between 15 and 30 who live in fragile or repressive states that are usually going through civil unrest and conflict. These young people often represent the majority of their country's population, yet they're ignored and denied crucial information and services. They want to speak freely, have conversations about what really matters to them - both personally and politically - and find the information they need to make their own choices about their future.

RNW Media focuses on young people aged between 15 and 30. RNW Media feels that these young people are ignored by the people in power, their governments, and even by NGOs in the sector. They aren't seen as the crucial stakeholders they are - with their own needs, priorities and aspirations. There are more young people in the world than ever before; out of a global population of seven billion, there are about 1.8 billion young people aged between 15 and 30. Almost 90% of them live in developing and emerging countries.



RNW Media backs the ambitions of young opinion leaders and change-makers not to accept the world as it is, but to shape it differently: with fewer gatekeepers and more inclusiveness. We support them to organise on their terms, forming loose, issue-driven communities rather than becoming members of an organisation.

4.5 Approach

'Full-chain' RNW Media initiates, and is part of, a chain that enables young people to achieve sustainable social change. It uses innovative and state-of-the-art digital media platforms, tools and methods that incorporate the language, tone of voice, icons and graphic design used by young people.

Using trusted evidence-based information, as well as young people's own stories and dialogues, RNW Media's projects tackle taboos and sensitive topics, so young people can make their own informed choices, form communities, and drive change.

Claiming a seat at the decision-making table

RNW Media empowers young people to spark and join in conversations on creative and innovative online platforms. This is combined with offline events and other media (such as radio, TV, press, music and theatre) to boost outreach and impact.

The approach allows young people to build large communities, both online and offline, and to develop their capacity as a community to advocate for their causes and challenge underlying norms, social stigmas and political manipulation mechanisms.



Needs-based, rights-based

The approach uses all the data available to create content that best reflects and addresses the needs of young people. It also provides essential information to partners, such as youth organisations and movements, NGOs or service providers, to change behaviour and influence policies and practices. RNW Media's approach is rights-based and develops the capacity of young people and other stakeholders so they can take over the platforms and intervention strategies – and then they can claim their rights, make their own decisions, and work for sustainable change in their societies.

RNW Media actively supports:

- The rights of young individuals to information and to form and express their opinions
- Inclusion of young people in their societies
- Equal rights for all young people as set out within international human rights agreements

4.6 Stakeholders

More focus

RNW Media's strategy was redefined in early 2016. The focus was set on more international growth and diversification of income, in the Netherlands and abroad. At the same time more focus was set on presenting to various important stakeholders, such as donors, politicians and members of parliament as well. As a consequence, activities and events where RNW Media could present its new identity and the results of its work were given more attention than before. At the same time, more emphasis was placed on RNW Media's visibility and identity in the media.

RNW Media connects with a wide range of stakeholders worldwide – including international donors, press contacts, local partners, and young people working for change in the regions. The organisation also has international strategic partners, and cooperation with other NGOs in the field of human rights.

In 2016, RNW Media elaborated a stakeholder analysis for both the Social Cohesion and Inclusive Governance and Realising Sexual and Reproductive Health and Gender Rights programmes. The intervention strategies are designed to make optimal use of the opportunities for change within the stakeholder configuration.

RNW Media colleagues attended many global events in 2016, connecting with like-minded organisations for possible collaborations to strengthen our collective voices and for funding opportunities. The work of RNW Media is part of a chain: by working closely together with local advocacy organisations, funding partners and research partners, greater impact and reach is achieved.

Innovative start-ups are also an important part of the organisation's network. Their expertise enables RNW Media to use new technology to engage young people in ground-breaking ways. In addition, RNW Media included key stakeholders in 2016 in the development of the new strategy for 2017-2021. RNW Media also worked on aligning its communication with stakeholders on its vision and mission.

In 2017, alignment of stakeholders will continue as the organisation develops a strategic process for engaging with various parties.



Events

Over 2016, RNW Media organised, co-organised or helped facilitate a variety of events and gatherings – all aiming to reflect the vision: 'Informed young people shape a better future'.

For those events RNW Media organised in the Netherlands, the goal was usually to showcase the work and achievements of local young change-makers to the media and other interested parties. In other cases, it was more about inspiring direct dialogue between diverse participants, or presenting the effectiveness of RNW Media's techniques in bringing young people together through social media.

Highlights of 2016:

Online Influencers: New Perspectives on Social Change

In January, influential bloggers aligned with RNW Media shared their experiences and stories with Dutch media, academics and NGOs. The event was a success.

- attendance: RNW Media expected 60 participants. 57 external relations and 30 internal colleagues participated in the event.
- [press coverage](#): the targets were 2 online, 2 offline articles in top tier media and 5 interview requests. The event was covered by 4 online and 4 offline articles and 1 radio production and there were 17 interview request as a result of pitching by RNW Media and 7 spontaneous after the event.
- developing contacts with press: the goal was to establish 10 new media relations. The event generated 17 new valuable media relationships for external and corporate communications

The event also met our goal to emphasise the role of online and social media in countries with limited freedom of expression.

Regional Colleagues Summit

In order to align all colleagues with the approach of RNW Media, 54 regional colleagues came to Hilversum for a weeklong get-together in April 2016. Besides

a lot of bonding, the summit included training workshops and presentations on storytelling and RNW Media's programmes, projects, working methods and policies. The summit really worked to boost team cohesion, align activities, and underline the benefits of working globally.

Great Stories Inspire New Policies

[This event](#) held in October in The Hague's Nieuwspoor brought together Dutch politicians from two major political parties, the PvdA and the SP, with young MENA change-makers to connect online and spark dialogue. The participating politicians were very positive about what they learned about the change-makers, their local situations, and their positive drive for social change. In turn, the change-makers embraced the chance to speak out to politicians – which does not occur in their own countries in such a free way.

Deep Dives

As a new way to build relationships with funders, the first Deep Dive seminar took place in Washington DC in 2016, in cooperation with partner [PeaceTech Lab](#). Donors and research institutions were introduced to the RNW Media project Yemen Youth Panel and allowed to present their own views on Yemen and new strategies in using digital platforms to reach young people.

For 2017, RNW Media's will mainly participate in events targeting donors and funders. In the regions themselves, the programmes will formulate fitting events and activities focused on local communities, change-makers and collaborations with local partners.

Media coverage

In 2016, media coverage of RNW Media has been very successful. The organisation received coverage of its work and activities in 64 articles by various Dutch media. Twenty of these articles were specifically about the often under-reported situations in Yemen, Cuba and Burundi based on interviews with RNW Media-related bloggers sharing their personal stories and perspectives. RNW Media also appeared on television three times: twice on [Nieuwsuur](#) (Jemen in April, [Burundi in May](#)) and [NOS op 3](#) (Burundi in May) and in the radio show "De Nieuwe Wereld/The New World" of [BNR](#) about the question: "What if everyone has access to the internet?".

RNW Media also received press attention for its 2016 reorganisation. These reports remained quite neutral and were generally based directly on the press statements made by the organisation – and so contributed to the improvement of our brand visibility and reputation.

In terms of international press, [Huffington Post](#) – both the UK and US editions – covered Love Matters on several occasions, as did [The Guardian](#). Yaga and Habari RDC also appeared in the news, particularly in international French publications. In addition, the new Justice4her project in China achieved impressive reach by appearing in over 80 articles between September and December.

For 2017, RNW Media wants to increasingly show the importance of giving young people the tools to spark social change. The organisation will strive to get increased media coverage on both specific projects and the organisation as a whole – both in the Netherlands and worldwide.



4.7 Themes and topics

In 2016, RNW Media's three core themes were Democracy and Good Governance, Sexual Health and Rights, and International Justice. With a new strategy developed in 2016, RNW Media will now focus on substantial and sustainable behavioural and system changes in two arenas:

1. Realising Sexual and Reproductive Health and Gender Rights (SRHGR) – (Love Matters)

Using a pleasure-positive approach, RNW Media will focus on unmet needs relating to reproductive health and access to safe abortion, intimate partner violence, gender-based violence and LGBT rights.

2. Social Cohesion and Inclusive Governance (SCIG) – (Citizens' Voice)

RNW Media will support young people to address their needs for employment, access to basic services, and participation, as well as the barriers they face, such as discrimination, polarisation, corruption, violence, and lack of accountability. The driving idea is 'The citizen you want to be, in the society you want to be in.'

Each theme has its own 'Theory of Change', setting out pathways that will lead to the impact RNW Media aims to realise. In both themes, gender equality is a crosscutting topic.

4.8 Added value and strategic assets

Added value

RNW Media has a strong track record of working in restrictive settings, reaching large numbers of young people by using a mix of digital online and offline media.

RNW Media is innovative. It is an expert organisation in media and supporting young people to drive social change. It has a global network of media partners, and is backed by partners such as CHOICE youth for sexuality, IPPF, WGNRR, Peace Tech Lab, BBG, Swiss Info and Master Peace.

RNW Media provides state-of-the-art media strategies, implementation and capacity building to young change-makers, bloggers, platform moderators, social movements, civil society organisations and NGOs. It engages young people in its media programmes, uses local and global media networks, and brings an international perspective.

Strategic assets

RNW Media has three key strategic assets to achieve scalable change propelled by young people in restrictive settings:

- 1) Knowledge and experience in using the most innovative digital media to address sensitive topics in ways that avoid censorship and gradually push back the limits on discussion.
- 2) Ability to build young people's platforms with an outreach and coverage that surpasses traditional programmes and NGOs. These platforms mobilise young people to interact, form communities, and achieve behavioural and system change at scale.
- 3) Expertise at RNTC (Radio Netherlands Training Centre, the trainings centre department of RNW Media) in capacity building using media for social change. RNW Media's RNTC is internationally renowned for its media trainings institute, and its own ground-breaking model for persuasive storytelling that enables our allied media professionals to produce content with life-changing impact.



4.9 The coming years

In 2016, RNW Media produced a strategy document titled 'Enabling the Next Generation: Young People, Media and Social Change 2016-2021'. In short, the document explains where RNW Media is today, and where it aims to be in 2021. The focus will be on completing the transition to become an international media NGO and a global leader in media for behaviour and system changes in restrictive settings.

In addition, RNW Media will develop to make its interventions be more sustainable, and backed up by capacity development among partners. The organisation will also concentrate on diversifying its income, generating maximum innovation at minimum cost, and expanding on its in-depth knowledge of media, young people and social change.

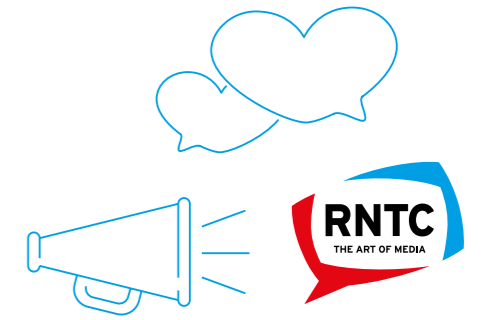
RNW Media has secured substantial funding from the Ministry of Foreign Affairs for 2017-2020. To make sure it reaches the goals set for this period, RNW Media will formulate ambitious annual plans for concrete actions.

05.



5.1 Sexual and Reproductive Health and Rights

Programmes and Projects



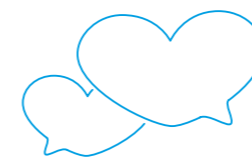
Love Matters: Putting Pleasure on the Agenda

Love Matters is RNW Media's programme on sexual and reproductive health and rights (SRHR). Through websites and social media channels based in Egypt, Kenya, India, China and Mexico, the programme engages young people on love, sex and relationships. What sets Love Matters apart is that it talks about pleasure, rather than sticking to the conventional focus on avoiding disease and dysfunction. In 2016, this approach put Love Matters in the limelight as a thought-leader in the field of sexual and reproductive health and rights.

In 2016, the programme engaged people in more than 36.6 million sessions and reached 7 million followers on social media. Love Matters' reach grew rapidly, with the number of sessions increasing by 70%.

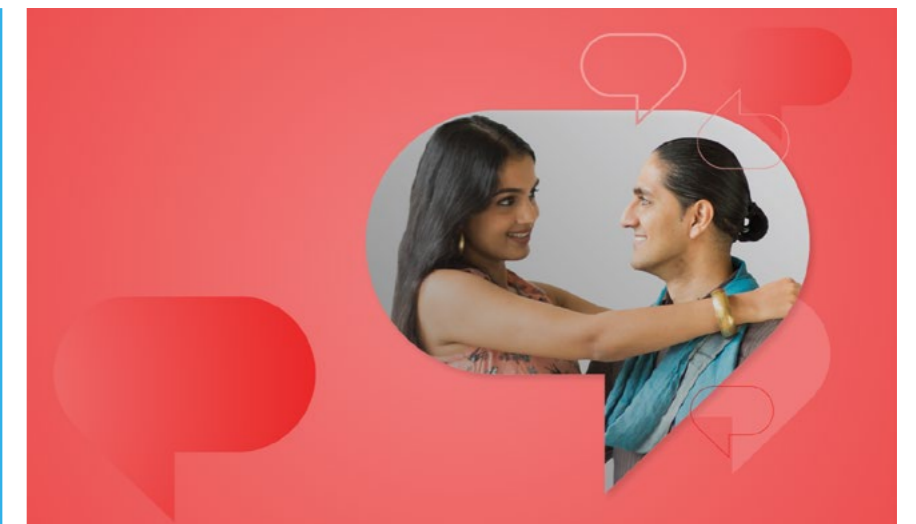
This shows Love Matters is succeeding in breaking the silence around safe and satisfying sex in countries where this information is censored or taboo. The sites offer an accessible mix of science and rights-based factual information and personal stories, blogs and columns relating to all aspects of love, sex and relationships.

This content is also distributed and promoted via social media channels including Facebook, YouTube, Instagram and Twitter as well as the major Chinese social media sites. Facebook in particular provides a space for engagement with user comments and queries, sparking lively discussions. There are also forums where visitors can pose questions, which are answered by qualified moderators but which also spark discussion among users.



Love Matters: Overview projects

Love Matters India



For five years, [Love Matters India](#) has been breaking the silence around sex, cutting through shame and stigma, and proudly talking about pleasure. This is no mean feat in a country where sex education faces fierce opposition and bans, gender-based violence and harassment is rife, and gay sex is illegal. When Love Matters launched in Hindi and English, it was the first project in India to use the internet to bring young people information on 'love, sex, relationships and everything in between'.

A year of learning

In 2016, Love Matter's Indian website and social media pages kept up the buzzing conversation with millions of young people.

Aside from the online presence, there were also plenty of exciting offline events. This is where Love Matters gets personal with its audience, creates inspiration, and keeps its finger on the pulse of change.

A major focus for 2016 was to keep moving steadily towards sustainability and independence. RNW Media's aim for 2016 was that Love Matters India should receive 60 % of its financial support from external donors. With fresh funding from four major foundations, Love Matters easily beat the target.

'It was a year of learning and looking ahead,' says Vithika Yadav, head of Love Matters India. 'We worked hard to build the right partnerships, knowledge and opportunities, laying the foundations for projects for 2017.'

Love Matters India offline events:

'get involved!'

The importance of the offline events is that they mobilise young people to take a leadership role, and claim their sexual and reproductive health and rights (SRHR), says Vithika. 'We're saying, if you're keen and want to get involved and work with us, then yes, we need you! We want these young people as advocates. They need to lead the movement.'

LGBT Youth Leadership Summit

In June, Love Matters ran the LGBT Youth Leadership Summit in Mumbai, in partnership with the youth group Mingle. Applicants from all over South Asia competed for the chance to meet up with high-powered speakers and mentors, and become the LGBT movers and shakers of the future.

Love Matters Conclave

September saw the second edition of the Love Matters Conclave, this time in Bhubaneshwar, in the western state of Odisha. Held at the KIIT University, the conclave was organised with partner Masterpeace. From the start, the idea was to hold the event in a small, non-central city. 'Nothing like this has ever happened there before,' says Vithika. 'People saw it as just too risky. The conclave was totally ground-breaking.'

No fewer than 10,000 people took part. 'They had so many interesting questions to ask about sexuality. They weren't shy - they were happy to ask their questions on the stage, without feeling any shame or stigma, which was wonderful. There were 100 volunteers, and six flash mobs across the city - 65 percent of them women - wearing Love Matters T-shirts, claiming the public space. It was outstanding.'

The Acceptance Meet

In August there was The Acceptance Meet in Mumbai, a chance for LGBT people to share experiences. Organised with the Humsafar Trust and youth groups Yaariyan and Umang, the meet featured film screenings, a poetry recital and a panel discussion.



Delhi International Queer Theatre and Film Festival

Love Matters rounded events for 2016 in December with the Delhi International Queer Theatre and Film Festival, run with youth-led organisation Harmless Hugs. The strategy was to leave behind the traditional style of working with NGOs, and to work directly with young LGBT people who are quietly running their own small-scale movements.

The festival offered a chance for young people to screen their films made by and for the LGBT community. There was also a strong theatre programme, including work by leading Hindi theatre group Asmita. The festival aimed for audiences of 400, but actually drew closer to 650, thanks to coverage in all the major media, and messages of support from film stars Kalki Koechlin and Kunal Kapoor.

Fame and funding

In 2016, Love Matters India moved up into the big league in terms of funding and recognition, says Vithika. 'Five years is not long, but now we're being recognised as a major SRHR player - it's a big deal!' This recognition also came in the shape of fresh funding from major foundations.

The Ford Foundation

The [Ford Foundation](#) - RNW Media's first ever funder - were very pleased with Love Matters India's results, and extended their support for another year.

Ideas 42

[Ideas 42](#) awarded a USD 150,000 grant for work on Intimate Partner Violence (IPV) starting in October 2016. This will pay for research and a microsite on the topic in 2017, building on Love Matter's 'Bear No More' campaign on IPV at the end of 2015.

The Packard Foundation

The [Packard Foundation](#), one of biggest SRHR donors in India, approved a grant of USD 150,000 for 18 months - six months longer than the foundation's usual first-time award.

Amplify Change

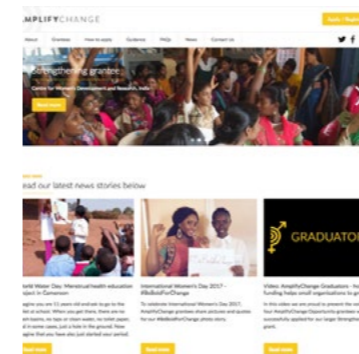
[Amplify Change](#) approved a substantial grant for the whole Love Matters project, paid for by a variety of donors. RNW Media beat stiff competition from major, established SRHR organisations. The money will take Love Matters' work on increasing acceptance for LGBT people to the next level.

Also in 2016, Love Matters head Vithika Yadav was invited to join the global advisory board of Durex. It's a 'who's who of the SRHR world', she says. 'We've been talking so much about pleasure, and now Durex is giving us an opportunity to define pleasure in a way that is going to feed into all international documents that reflect on SRHR. It's fantastic that Love Matters now has such a respected profile around the world.'

Looking less straight

One issue the Love Matters India team will be dealing with in 2017 is that at present the website looks very heterosexual, says Vithika. 'We spent the whole of 2016 doing really interesting research and making connections with unorganised LGBT youth groups. Understanding their emotional struggles, and discovering where they are.

What we now know is that they're all on Facebook secret groups, that's where all the conversations are taking place.' What's great is that many of these secret groups have invited Love Matters to join. This is helping the team to understand how to make the website feel more inclusive and welcoming for LGBT people in 2017.



Daring to be different

'2017 will be a year when we will learn a lot – and make mistakes,' Vithika says. 'Because we should make mistakes and report on it, because we set the stage for others to follow.'

Our power lies in our ability to take risks and innovate.'

Read more background info on Love Matters India, and about the global Love Matters project in this report.

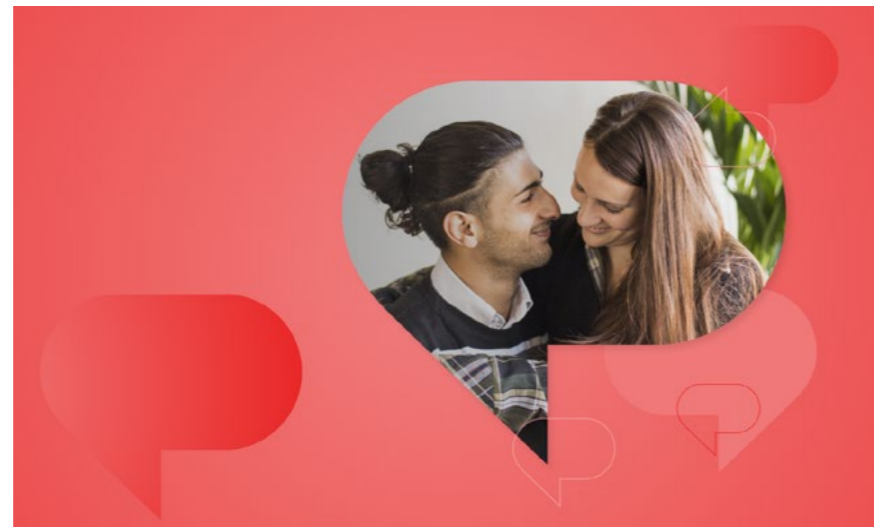
2017 and beyond

So what does 2017 hold in store for Love Matters India? It will be a critical year, says Vithika, as the work becomes more grant and project based.

A major event to look forward to in 2017 is the launch of a 360-degree virtual reality video on Intimate Partner Violence, which has just finished shooting. The video will explore the issue by taking the viewer on an immersive experience. It's the first of its kind, and Vithika is expecting great media coverage – and hoping for awards on the horizon.

A recognition landmark is the inclusion of Love Matters India in the [Dasra](#) philanthropic foundation's report, which this year for the first time includes a round-up of the SRHR landscape in India. This is a major boost to Love Matter's profile, and will catch the eye of major international funding bodies.

Love Matters Arabic: 'Love is Not a Shame'



RNW Media's Love Matters Arabic is the most comprehensive and youth-friendly source of information on sexual health and wellbeing in Arabic. Based in Egypt, the project is opening up the topic of sexuality for young people in one of the hardest parts of the world to talk about it. Egypt is a country where myths and misleading information about sex abound, and nine out of ten women have undergone female genital cutting. Since its launch in Cairo in 2014, Love Matters has been welcomed with open arms by Egypt's internet-savvy 18- to 30-year-olds. They flock to the discussion boards and social media sites to find the reliable information and advice they need to make choices about their lives.

Just two years old, Love Matter Arabic went from strength to strength in 2016. [Facebook](#), [Twitter](#) and the [YouTube](#) channel were constantly abuzz, and the three [discussion board](#) monitors were kept busy answering questions around the clock. 'Our figures grew, our community grew, and most importantly the support and sense of community among our users was great,' says Abir Sarras, who coordinated Love Matters Arabic until February 2017. Meanwhile, the project teamed up with exciting new partners, and packed out its main offline event of the year.

'If I'd had a website like Love Matters when I was younger, my life would have been totally different. I could have avoided so many of the problems I've been through.'

Sherin, Love Matters Arabic workshop participant



Hip Hop for Love Matters

The biggest offline event organised by Love Matters Arabic to date was a concert by Sadat and Y-Crew held in a mainstream cultural venue in central Cairo, THE GrEEK CAMPUS. Sadat is star of Egypt's 'electro chaabi' dance music scene, and Y-Crew were among the earliest pioneers of Egyptian-style hip hop. Especially for the Love Matters event, they recorded a track entitled Love Matters, Love is Not a Shame.

The track has been a hit on social media, and has had more than half a million plays on SoundCloud. The official video was released in 2017.

Organising a major concert was a steep learning curve for the Love Matters Arabic team. 'It was a huge task for our local staff to organise, get permits, pay taxes for the event, hire controversial artists, and prepare them with a workshop on Love Matters,' says Abir. But all the hard work paid off, and it was a big success, packing out the venue with 1,000 young people.

New partners

LM Arabic gained some new heavyweight partners in 2016, confirming the strength of its recognition in Egypt. 'It shows we've managed to establish ourselves as a reputable project, genuinely committed to improving the sexual and reproductive health of young people in Egypt and the beyond,' says Abir proudly.

Almasry Alyoum

New partner Almasry Alyoum is the biggest news outlet in Egypt, with nine million followers on Facebook and four million on Twitter. The partnership is a major accomplishment, Abir says.

'We had approached them about a partnership three years ago, but they turned us down because of the sensitivity of the topic, and because we were seen as a foreign organisation coming to talk to Egyptians about love, sex and relationships. Three years down the line, they actually approached us, saying that they've been watching how the projects tackles these issues, and they can really see the benefit of a partnership.' Almasry Alyoum now publishes two Love Matters articles weekly, with the content tailored to their needs. Almasry Alyoum now publishes two Love Matters articles weekly, with the content tailored to their needs.

IFMSA-Egypt

Another important new partner in 2016 was IFMSA-Egypt, a non-profit non-governmental organisation representing medical students in Egypt. IFMSA-Egypt is a member of the International Federation of Medical Students' Associations (IFMSA). They approached LM Arabic to partner up, and early in 2016, Love Matters ran a training programme for them on Jansaneya - Arabic for 'sexuality' - in partnership with the Arab Forum for Sexuality, Education and Health. The course was a big success, and there is demand to run it again in 2017.

Other key partners

- Egyptian Family Planning Association
- Arab Forum for Sexuality (Jensaneya)
- The Womanity Foundation
- Middle East Society for Sexual Medicine (MESSM)
- Altibbi.com

'I like the fact that Love Matters gives information to the point. They are not like a lot of other websites that are just writing anything about sex to attract visitors. Love Matters is really there to give you information which helps me to form new ideas about different topics.'

Rabab, Love Matters Arabic workshop participant

Tackling taboos

Love Matters Arabic kept a close eye on the rapidly changing social and political situation in Egypt in 2016, as restrictions were tightened on foreign NGOs and their staff. Dealing with such sensitive issues, the project is aware that safety and security of staff, partners and users is paramount.

In November, there was a sharp reminder of the risks of tackling the taboo topic of sexuality in Egypt, when Love Matters Arabic blogger Ahmed Naji was jailed for publishing sexually explicit material and violating public morals. The case was about his novel, not his writing for Love Matters, but it was sobering for the team to see a talented journalist and writer imprisoned for using sexual terms.

2017 and beyond

In 2017, Love Matters Arabic will build on its success, posting more popular self-help videos on YouTube, and responding to the stream of questions on the discussion board. Meanwhile, the team based in Egypt is expanding, as the media production, coordination and PMEL tasks move from Hilversum to Cairo.

Following up on the successes of 2016, more training programmes are planned, with two workshops for service providers and medical professionals on dealing with sexuality and providing sex education.

The team will also be launching a sexual and reproductive health 'toolkit' for educators and medical staff.

Love Matters Arabic will be working with local partners on SRHR topics including the right to safe abortion. And towards the end of the year, Love Matters' young Egyptian audience can watch out for another blockbuster live event.

Love Matters Africa



Love Matters provides easy-to-access information and news on sexuality and sexual health for young people in Kenya and Uganda. It offers open, honest and non-judgmental discussions around sex and sexuality to help young people make the best possible decisions about their sexual health and rights. The local team works closely with regional partners to make sure the content is culturally appropriate.

In 2016, [Love Matters Africa](#) launched the Love Matters Music Awards, the first music awards dedicated to giving young Kenyans the chance to produce tracks around love and sexuality. The team also did innovative research to show how talking about sensitive topics on the Love Matters online platforms can help people have happier, healthier relationships.

Gender-based violence (GBV) was an important theme for the Love Matters Africa project in 2016. A mini soap opera series looking at GBV issues was produced and launched, specially designed for distribution via social media. A partner seminar was also held to bring together local organisations dealing with GBV. Love Matters Africa provided input for the successful AmplifyChange funding proposal and in November began planning the implementation of this programme, which focuses on LGBT issues in Kenya, Nigeria, Uganda and India.

Results in 2016	
Page views	4,450,353
Facebook fans	1,034,151
Facebook interactions	642,759

Hablemos de Sexo y Amor



[Hablemos de Sexo y Amor](#), the Spanish-language version of Love Matters, was launched in 2012. It has a regional focus on Mexico and Venezuela but is accessible for all Spanish-speaking Latin American countries. It was the first website offering comprehensive sexuality education, including access to safe abortion, available in Spanish.

Through personal stories and articles, Hablemos de Sexo y Amor addresses topics relating to love and reproductive health such as contraception and pleasure – while taking into account the cultural and religious values of the target audience. It also answers questions – with the help of expert sexual health partners – that people are too afraid or embarrassed to ask offline. In 2016, a discussion forum was launched where young users could pose questions and engage in peer-to-peer discussion.

Results in 2016

Page views	3,840,242
Facebook fans	1,051,609
Facebook interactions	917,532

In view of RNW Media’s longer-term strategy to withdraw from Latin America, the Hablemos project also focused on raising its profile in 2016, with appearances and presentations at regional conferences, seminars and Mexico’s largest rock festival. Several partners have now been identified who are interested in taking over the project in 2017.

Love Matters China



Social taboos, conservative morality, legal restraints and misleading information all adversely affect Comprehensive Sexuality Education (CSE) in today’s China. The information available largely focuses on HIV/AIDS prevention and is often intimidating: ‘Masturbation leads to impotence!’ ‘If girls have sex, they will end up in having an abortion!’ ‘Abortion is bad for fertility!’ There’s a massive demand for reliable, science- and rights-based, and sex-friendly CSE in China. Love Matters China addresses this need with tailored content distributed widely via its website and Chinese social media channels.

In 2016, Love Matters China began work on a two-year programme funded by the Ford Foundation, carrying out research on the unmet CSE needs of urban migrants and creating content to address these needs.

Representatives of the Love Matters project were invited to participate in both the Annual Youth Sexual Education Seminar organised by United Nations Population Fund (UNFPA) China office and the conference of the national report on sexual minorities by the United Nations Development Programme (UNDP). Discussions are currently underway about continuing cooperation with these UN agencies.

Results in 2016

Page views	5,251,458
Chinese social media interactions	33,929,470

A strategic partnership with Beijing Normal University and the China Research Institute of Population and Family Planning was established in June. This partnership is conducting a series of focus group discussions and surveys in China, in order to get a better overview of the needs of Chinese college students, young professionals and migrant workers when it comes to reproductive health and sexual rights.

Researching the power of pleasure

Exploring its pleasure-based approach to sex education, Love Matters worked with the UK-based Institute of Development Studies (IDS) on a study of the ways young people learn about sex through porn. This resulted in the IDS policy briefing ‘[Is Porn the New Sex Education?](#)’.

Research also tracked the success of using pleasure to engage young people on sexual and reproductive health and rights (SRHR).

Together with IDS, Love Matters curated the research bulletin ‘[Digital pathways to sex education](#)’, scheduled for publication in February 2017.

In October 2016, initial work began on an 18-month programme, funded by Ideas 42, investigating how online and offline campaigns can change behaviour around Intimate Partner Violence (IPV).

Conferences, campaigns and events

Love Matters made its presence felt with presentations and side events at a number of international conferences. The International Family Planning Conference, Women Deliver and the International Forum of AWID (Association for Women’s Rights in Development) offered opportunities for the Love Matters team to promote its work, talk policy with decision makers, and challenge assumptions about SRHR. Speaking to the Women Deliver conference, Shereen el Feki – academic, author and activist on sexuality in the Arab region – described Love Matters Arabic as:

Arguably one of the most notable developments in the history of Arabic expression on sexuality in about a thousand years.

These conferences were a great opportunity for learning, connecting with like-minded organisations, raising awareness of Love Matters, and putting pleasure on the SRHR agenda.

To highlight the research collaboration with IDS, Love Matters organised an offline event, titled the Pleasure Portal. Aimed at media and industry professionals, the event took guests on an immersive theatrical experience in ten different rooms, hosted by actors, global voices from the field of SRHR, porn-makers and activists. One guest described it as a vivid and unpredictable journey, saying:

I’ve never had such an experience within development work, though I’ve seen a lot of different approaches in different countries. This felt unique. It spoke to the senses, to the heart and also to the mind. It opened up the imagination and broke down silos that often dog our thinking. I felt renewed hope and energy in a sector that often feels to me so bound by rules and regulations and ways of thinking that limit us.

Love Matters rolled out a global campaign on access to safe abortion in 2016 together with its partner the Women’s Global network for Reproductive Rights (WGNRR). The goal was to reduce the stigma of abortion by challenging stereotypes. The campaign included online and offline activities in 32 countries, which included sharing research results from the Guttmacher institute’s global study on abortion with a broad base of young people. The centrepiece of the campaign was a series of videos entitled [Step Into Our Shoes](#), which featured touching personal testimonials on abortion experiences. Jointly they were viewed more than half a million times in just two weeks. In total, the campaign reached more than 4 million people globally.

Influencing policy

Love Matters and IPPF released [Fulfill!](#), a guidance document for the

implementation of young people's sexual rights. The guidelines emphasise that 'Young people's experiences of sexual pleasure are very important, as they can shape the way they perceive and experience their sexuality for the rest of their lives.' The Love Matters programme is proud to have been cited as a successful example of a pleasure-based approach to young people's SRHR.

Advocacy to influence SRHR policy is a new direction for the Love Matters programme, and 2016 saw concrete steps in this direction with the awarding of a substantial grant from international SRHR fund AmplifyChange for the programme Rights, Evidence, Action. In partnership with Dutch advocacy organisation CHOICE, this multi-year programme will work on enhancing acceptance for lesbian, gay, bi-sexual and transgender people.

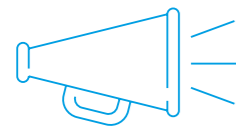
Funding success

The AmplifyChange grant was a major boost for Love Matters in 2016. Love Matters came through with a fresh approach, competing against a large pool of SRHR organisations. The multi-year programme will focus on acceptance for lesbian, gay, bi-sexual and transgender people in India, Kenya, Uganda and Nigeria. The Love Matters India project also won grants from the Packard Foundation, Ford Foundation and Ideas42, and Love Matters China was also awarded Ford Foundation funding.

2017 and beyond

In 2017, the Love Matters websites will undergo a redesign to optimise them for mobile users, and drive issues and actions in RNW Media's Theory of Change. As Latin America is no longer an RNW Media target region, the Spanish language site, Hablemos de Sexy y Amor, will become independent of RNW Media funding, by handing over to partners and by winning grants of its own.

Love Matters will be launching a brand-new French language site aimed at the DRC. Research will be done in the RNW Media core countries where Love Matters is not yet active, to design new interventions to meet RNW Media's SRHR goals.



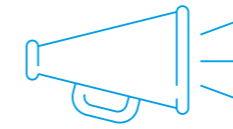
5.2 Our global Citizens' Voice programme

Giving Young People a Say

The RNW Media programme Citizens' Voice aims to give young people in restrictive settings a voice so they can shape a better future for themselves and their societies. The projects in 2016 aimed at increasing Social Cohesion and Inclusive Governance (SCIG) and promoting a diversity of opinions, offering young people platforms to participate, develop alternatives, realize their potential and improve their lives and their communities. The emphasis lay on creating environments for discussion, and providing reliable sources of information.

The thinking behind the Citizens' Voice programme was to engage local networks of journalists and bloggers from across the political spectrum. RNW Media provides state-of-the-art media strategies to engage a broad base of young people on the issues which are important to them. It also develops capacity building for young people and representatives of civil society to maximise engagement both online and offline. RNW Media's data and analytics expertise then optimises the impact of content and engagement. The organisation's training programmes respond to local needs to build media capacity.

In all RNW Media's target countries, the focus lies on giving young people a say in their future. RNW Media specialises in countries with a 'youth bulge', where more than half the population is aged under 25. In these countries, the people who hold power and make decisions are old, which means the views and needs of young people are often disregarded. This has damaging consequences for social inclusion, governance and economic opportunity.



Citizens' Voice: overview projects

What's Up Africa

What's Up Africa is a vlog and TV show with a satirical take on Africa's hottest topics. The goal is to engage young people on serious social issues, democracy and rights - by approaching these from a different angle: comedy. 'If you can make people laugh, you can make people listen,' says the show's fast-talking host, Ikenna Azuike. The show airs on BBC World Service's flagship news programme Focus on Africa, and can also be seen on BBC Africa's online platforms as well as its own popular YouTube channel and Facebook page.

RNW Media launched the show back in 2011, targeting English-speaking countries across Sub-Saharan Africa. BBC World Service came on board as a co-production partner in 2015. The quirky 90-second item became the BBC's first ever attempt to include regular satire in a news driven show, the BBC World Service's Focus on Africa, a programme which attracts an estimated 12 million viewers on the African continent.

In 2016, What's Up Africa generated 8,5 million views via RNW Media's own Facebook page and YouTube channel - 160,000 views a week. That's an increase of more than 460% compared to 2015. What's more, the Facebook community more than doubled in 2016, growing from 274,000 to 559,000.

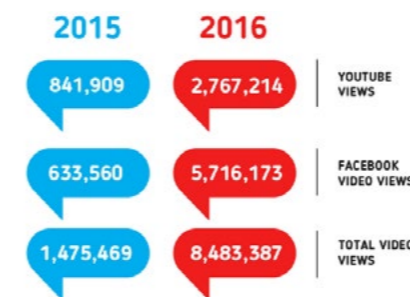


Another year of quirky comedy

In 2016, production was bumped up to two shows a week, to answer both the hunger for this content on TV, and the need for shorter and more frequent online. The core team of three called in an extra video editor and some new writers. Aside from upping the intensity of production, What's Up Africa also did well in boosting its online reach in 2016 - the number of Facebook fans hit 560,000, overwhelmingly based on the African continent.

For each series in 2016, the team shot half of the episodes on location in Africa and the other half in the studio in Hilversum. The studio-based episodes were a satirical round-up of the week's news. For the location-based shows, instead of covering a selection of countries as in previous years, the team decided to focus on one country per series - in 2016, Ghana and Malawi. This allowed them to give a broader view of the country by tackling a variety of topics.

The team at RNW Media in Hilversum comes up with the topics, stories and treatments, and a senior BBC producer in London makes sure the content fits with BBC editorial policy and check for any legal implications. Not that this holds the team back from dealing with controversial topics. The fun and the social and political 'edginess' of the show is precisely what the fans and the BBC appreciate.



Sparking debate

The first item from Ghana in 2016 is a good example of how What's Up Africa is always looking to push the boundaries. In a country where nearly everyone is religious, the episode looked at what life is like for people who say they are atheists. The What's Up Africa team rolled off the plane in Ghana, and headed straight for a Sunday church service to ask the congregation and the pastor what they thought about atheism. Ikenna did the interview as one of his comic characters – the extravagant Pastor Azuiké.

The team received a warm welcome and heard some surprisingly tolerant views. But when they met people who said they were atheists, they heard a different story. Some had faced a lot of social pressure and discrimination. They said things like, 'My mum thinks I'm the devil'. Needless to say, the episode sparked some very lively online debate, with viewpoints from every angle.

WUA extras

What's Up Africa introduced a new element in 2016: alongside the 90-second shows, longer versions of the interviews they did in Ghana and Malawi were edited. The material was too good to waste, and the extended items added a new dimension to the show, both on air and online. One of these 'extras' was a light, humorous interview featuring the first Malawian woman ever to be selected to referee Olympic football. This became one of the most popular episodes online.

The team were also commissioned to do two special editions for the BBC's African Footballer of the Year Awards. One of these items, a [sendup of FIFA](#) and corruption in football, had Ikenna impersonating a dodgy football agent barging into the FIFA headquarters in Zurich.

Realities of edginess

Not everything in 2016 went to plan, however. The team had hoped to make three series and visit three different countries during the year, but due to production delays, they had to settle for two. Plans for a French version of the show also didn't pan out in 2016. The previous year, pilot shows were made with a young Congolese-Belgian comedian. Focus groups in the DRC were positive, but the message from local media was that the show's political content would be too sensitive to broadcast.

The English language version is produced internationally, so the risk of airing edgy content is lower. But it would be a different story if local partners were to take on the distribution. The choice was either to look for an equivalent international producer like the BBC, or tone down the content – but that's not the point of What's Up Africa. A change of priorities at RNW Media saw the plans for a French satirical programme come to a halt.

2017 and beyond

In 2016, What's Up Africa built on its successes and developed into a valuable and qualitatively strong programme.

What's Up Africa is a Hilversum-based show using satire to take a stand. But RNW Media now concentrates on facilitating young people to set the agenda, and bringing together different sides of the debate in communities to enable young people to form an opinion.

What's more, while What's Up Africa has a pan-African focus, RNW Media will be working in specifically selected countries. Because of these different emphases, and in view of the partnership with the BBC, from early 2017, What's Up Africa will be exploring the possibilities for the show to continue its successes outside RNW Media.

El Toque Cuba: between Heaven and Hell



A visit from Obama... A concert by the Rolling Stones... The death of Fidel Castro... It's been a big year for Cuba. It remains a country where political power is in the hands of a select group and where internet access is sparse. Nevertheless, new media platform El Toque is managing to pave a new path towards social change.

Cuba has a limited but lively online climate, with bloggers finding ways to surf between the waves of state propaganda ('Cuba is heaven') and outright dissidents ('Cuba is hell').

'Cuba is so much more than that!' says José Jasán Nieves (1987), a blogger and web editor for El Toque. 'Young people crave a more realistic image of their own country. And that's what we do by covering people in their daily lives as they try to change their part of the world.'

Getting in touch

El Toque ('The Touch') is RNW Media's Cuban platform for new perspectives and challenging ideas. It was successful in reaching its goals of 2016: to organise a solid working group, to reach more people (on an island with less than 5% internet penetration), and to develop more partnerships. As of 2017, a core coordinating group of seven Cubans is backed by over 50 enthusiastic contributing journalists, bloggers and filmmakers, along with 30 others working on promotion, design, distribution and evaluation.

Over the course of 2016, the platform attracted 859,147 page visits and a total of 1,128,984 page views. It's difficult to compare these data with data over 2015 as El Toque was revised early 2016 and went from servicing 3 countries (Mexico, Venezuela, and Cuba) – to just one (Cuba). With a few hundred access points, internet isn't yet big in Cuba. El Paquete, the offline distribution is more important and has a wider reach. With this magazine version of the platform appearing on the 'Cuba's offline internet', El Toque is tipping over into mainstream recognition.

Showing, not preaching, the facts

In Cuba, press and expression must conform to the standards of 'socialist society'. 'Slander' can get you three years in jail; producing 'enemy propaganda' can get you 15 years.

Since beginning its work in Cuba in 2012, RNW Media has learned to negotiate this situation by taking the focus off political analysis and more on good old-fashioned reporting: telling stories about the situations of young people.



'Bloggers are creating this unique space where they can negotiate with the State,' says Harold Cárdenas Lema (1985), founder of the influential blog La Joven Cuba and blog editor for El Toque. 'For example, if we write about controversies around the building of a hotel, the State will step in after publication to solve it – and then proudly announce their achievements in the State propaganda. That's something that the formal opposition has never achieved.'

Sparking a media revolution

Harold made these observations in the Netherlands as a featured guest at 'Connecting Cuba to the New (Media-) Revolution' organised by RNW Media in 2016 at Amsterdam's cultural center De Balie.

Harold and other El Toque bloggers believe a free press is possible for their country. 'It just goes quite slow, but what we're doing is unprecedented. It's what my parents' generation could only dream about,' says Harold.

'The package'

The Cuban state controls all news and entertainment media. In addition, the internet remains very slow, expensive and with limited penetration (5% according to most estimates). In 2016 only 33% of the population uses internet because of the few access points available.

In response, Cubans have come up with their own unique form of media: 'El Paquete Semanal' ('the weekly package'), also known as 'the offline Cuban internet'.

For the equivalent of two or three euros, users borrow a hard-drive or USB stick to upload a terabyte of pirated information to their computers. Content includes movies, music, newspapers, apps, soap operas, sports scores and magazines.

Part of the package

It's estimated that over eight million Cubans receive one of around five different packages that are distributed around the island. While not strictly legal, the package is tolerated by the government – perhaps to tame the public desire for better internet access.

Since 2016, the package now also includes an elegantly designed PDF magazine featuring El Toque's best articles and videos.

The 'one-way' and underground nature of the package makes it difficult to make exact measurements of the magazine's readership and impact. 'But we know people are reading it. We're getting a lot of emails from people who want to get involved,' says Pablo Eppelin, RNW Media's coordinator for El Toque.

In addition, an Android app for El Toque will become available in early 2017 as another route to expanding El Toque's audience.

Tapping into entrepreneurship

El Toque has been particularly effective in attracting young (social) entrepreneurs. It's a quickly growing group since starting one's own business only became legal less than three years ago in Cuba. And while El Toque aspires to attract a wider and more varied audience, it's this self-motivated group that may be instrumental in making El Toque sustainable after RNW Media withdraws its direct support in 2017.

With RNW Media's decision in 2016 that Cuba is no longer part of the company's core business, efforts for 2017 will focus on making El Toque a fully independent and self-sustaining entity.

Over the last three months of 2016, the Cuban El Toque team came together with a proposal on how they can take over all core functions and become independent from RNW Media. One of the main challenges for 2017 will be to build the team's capacity in terms of fund-raising.

'But I'm confident they will manage this,' says Pablo. 'The partnership network has expanded in the last year. When we began, people were initially intimidated. But now that we've been around a while, the respect and prestige has grown. We're attracting more NGOs, schools, local organisations, artists' groups and other publications for collaborations.'

2017 and beyond

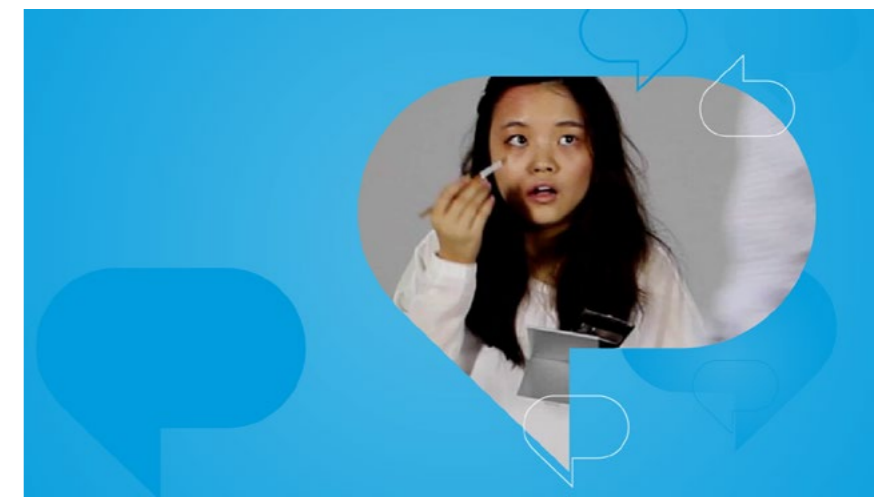
The biggest challenge likely remains legality – namely, for El Toque to be officially recognised by the Cuban government as a media company. 'Without a legal solution, it will remain difficult for fundraising and the all-round functionality of the project,' says Pablo.

'It's extremely difficult to set up a media company, with a lot of roadblocks. It seems almost impossible. But if there's one thing I learned in the last three years, you just need patience and passion to build something and gain the trust. We now have a team that believes, and a growing audience that believes. More and more people – hundreds of them – are approaching us directly to ask "Can we be part of this?"'

'Cuba's level of education is high – illiteracy is almost non-existent. Plus, there's an incredible amount of energy,' says Pablo. 'So as Cuba slowly gets more access, it's the time for us to stand back and learn from them!'

Justice4her: A Cross-sector Response to Gender-based Violence

Justice4her was launched in 2016 to combat gender-based violence (GBV) by empowering female migrant workers in China. The project hit the ground running: online, in the courts, through workshops and with a Social Impact Media Award win.



Fresh and focused

China's first anti-domestic violence law came into effect in March 2016. 'This was really the impetus for setting up Justice4her. We wanted to help bring public attention to this new law,' says Lei Ma, RNW Media's regional manager for China. Previously, Helan Online – which covered free speech and general human rights issues in China and Europe – was RNW Media's main online platform for China. 'But with the new Theory of Change for the Citizens' Voice programme, it was no longer a fit. Without a clear focus, its true impact was too difficult to measure,' says Lei.

Justice4her has a clear focus: 'We want to create an enabling environment to reduce gender-based violence among female migrant workers by strengthening their voices, raising awareness of their situation and increasing their access to justice,' says Lei.

The efforts targeted 18- to 30-years-old women migrant workers in Beijing, Shanghai and Guangdong Province, as well as pro bono lawyers and media professionals.



Her sadness

Active since May 2016, Justice4her was officially launched in September during the world premiere of 'Her Sadness', a stage drama based on the real-life story of a female domestic worker who suffered from family violence.

As Julia Broussard, Country Programme Manager of UN Women China, said during the opening:

'We need to make sure that all women are able to seek help and shelter when required, especially for those migrant or rural women.'

The event also included a conference to facilitate dialogue between different sectors, bringing together Chinese NGOs, media organisations, representatives of female migrant workers, and young people working for change. The social media reach for the event was impressive: almost 21 million.

Partnering across sectors

While RNW Media's Chinese goals for 2016 were formulated for Helan Online, they were largely fulfilled through Justice4her. Only the plan to organise a China-Netherlands dialogue on women's rights and other issues fell to the wayside due to the shift in focus.

Justice4her has been particularly effective in going after collaborations to pull in the expertise it needs. The project has two coalition partners, who are online and legal specialists, plus nine implementation partners. 'Through these collaborations, RNW Media can focus on what it does best: like producing multimedia content and big online engagement,' says Lei.

The online sky

The online partner, [Half the Sky Public Education](#), is an NGO associated with UN Women that is committed to empowering women, especially women who are in vulnerable situations. Their platform Jianjiaobuluo is the only website in China specialised in providing information to female migrant workers.

Through nine websites and social media platforms backed by 32 active bloggers, Justice4her achieved over 15 million social media views in the second half of 2016, along with over a million comments and 11.6 million video views.

In the courts

Justice4her's legal partner, [Qianqian Law Firm](#), is dedicated to providing pro bono legal aid to vulnerable groups, in particular women coming from rural areas. Since their establishment in 2009, they've provided pro bono service to over 100,000 women.

In the second half of 2016, Justice4her provided legal consultation via email and a hotline for 712 cases.

It also provided court representation for six people. One case, involving a newspaper journalist and an intern garnered national headlines (read the English article here).

'At first, the paper tried to cover up the scandal and protect the perpetrator, but when representatives of the Qianqian Law Firm went to Guangzhou to coordinate with the local police department, the perpetrator was arrested. He's currently awaiting trial,' says Lei.

Storytelling and gender perspectives

Several workshops took place over 2016, including ones for pro bono lawyers and migrant factory workers – covering everything from gender perspectives to consciousness raising.

While all workshops were highly rated by participants, the three-day 'Storytelling and Gender Perspective in the Media' had the most impact.

Taking place in September in Beijing, it was a collaboration between RNTC and Rutgers, and involved 19 Chinese media professionals.

In the evaluation, they collectively gave the workshop a score of 9,78 out of 10. Participants were particularly enthusiastic about the storytelling section. 'It helped us in writing a good story with a clear logic, great construction and terrific emotional appeal,' said one participant. A few commented that gender as a subject too vast to cover in a single day – 'More please!'

Don't Cover Up, Step Up

The Justice4her-produced video '[Don't Cover up, Step up](#)' won the 'Creative Activism Award 2017' of the prestigious Social Impact Media Awards (SIMA). This public service announcement was made to highlight China's new anti-domestic violence law and encourage victims, survivors and witnesses to speak out against abuse.

Since the video was released online in October 2016, views hit 1.3 million, its hashtag reached over 10 million views, and Chinese media covered it widely.

2017 and beyond

For 2017, Justice4her will work to set up a formalised system for Planning, Monitoring, Evaluation and Learning (PMEL). 'We want to set up more baseline studies. However we've already been using after-surveys and three-month-after surveys to monitor participants' awareness change and behavior change – as we did with the "Storytelling and Gender Perspective in the Media" workshop,' says Lei. In addition, a Shanghai agency was also hired to monitor social media performance.

A challenge is to engage the target group more deeply. 'In the past, RNW Media in China was very good at engaging with Chinese students and young professionals from big cities,' says Lei. 'But migrant workers have different needs and characters. They also have busy lives and work long hours so they have less free time to participate in our activities – which likely explains our smaller numbers so far compared to Helan Online.'

Yaga Bloggers: Bridging the Gap across the Political Divide

Yaga presents powerful stories from a broad spectrum of voices on Burundi's political situation. These stories help young people to make their own choices – and keep an international spotlight on this polarised country.



Everyone welcome

'Due to all the rumours and fears in Burundi right now, young people have difficulties trusting each other,' says Adrien Trocmé, regional manager of Africa for RNW Media.

'Yaga is a unique space for the country: all young people are welcome and have the freedom to talk together and exchange their stories – whatever their political opinion.'

The platform passed a milestone in 2016 by reaching 36% of all Burundian internet users and achieving 1.5 million page views. Its Facebook page topped 160,000 followers.

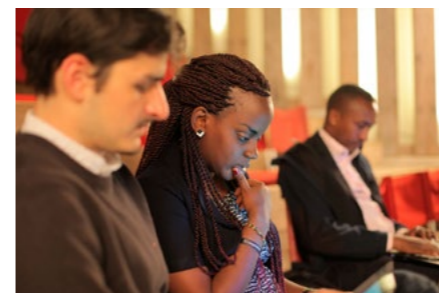
Yaga's influence is also spreading beyond its young users, with growing international press coverage – whether it's to share insights with [others](#), or being featured on the international TV station [France24](#). This increasing visibility also offers Yaga bloggers some degree of protection.

A fragile state

After ten years of relative stability, renewed unrest came in 2015, when Nkurunziza decided to run for a third term – which was regarded as unconstitutional by some. Ensuing street protests increased in intensity, along with the polarisation between people for and against the third term.

On 13 May 2015, a failed coup abruptly brought greater changes. Once strongly independent radio stations were destroyed. The majority of the country's journalists fled the country. Authorities started to crack down on the opposition. Smartphones became the only means for users to access independent information – via online, social media, and instant messaging services such as WhatsApp. However, without fact checking, this information was often incorrect or manipulated.

According to a November 2016 report by Worldwide Movement for Human Rights (FIDH), over 1,000 people have been killed and at least 300 disappeared since April 2015.



Widening influences

Before the destabilisation of the country, RNW Media had started in early 2015 to facilitate the formation of the Yaga community. While it did end up addressing the polarisation of Burundi's urban youth due to the contested presidential third-term, the platform's basis was not necessarily about strong political ideas, but rather the suffering and insecurity brought about by an on-going economic crisis. Regardless, the key was to give all sides a voice – along with a whole range of more moderate voices, including journalists, teachers, artists, medical students and poets.

As a result, Yaga's bloggers look beyond the political divide for common solutions addressing all issues related to young people. The approach is paying off – and not only with increased user numbers.

'I know that Yaga has reinforced its goal of remaining a pluralistic space,' says Adrien. 'Burundian authorities, different Burundian political parties and even embassies are frequently reporting that they are reading and commenting on our content.'

Uniting on the ground

Yaga bloggers are also increasingly taking their activities offline. For example, they are taking part in radio programs to explain how to use social media safely and responsibly.

Currently, when young Burundians take to social media for the first time, they often feel as if they can finally open up and speak without restraint. However, they are also often unaware of the semi-public nature of social networks and the degree of visibility of their comments or photos. In the context of extreme polarisation, this openness can have dangerous consequences.

Yaga staff also organise debates from a reconciliation perspective, which bring together young people across the political divide. One particularly memorable debate raised the question: 'Should you keep virginity until marriage?'. While the subject is deeply taboo in Burundi, it was handled with respect and even humour between the wide range of participants.

Burundian WhatsApp Radio

Since the demise of the main radio stations in 2015, only a few new stations (such as Insanganiro) could reopen – but then with deep restrictions. Little independent information existed in audio or in the Kirundi language. While some exiled media houses were producing news items on Burundi, people who downloaded and archived these items onto their phone are viewed as highly suspicious by the authorities.

As a response, in collaboration with news website [IWACU](#), RNW Media set up a new WhatsApp radio station for Burundi, where journalists from all sides are working together to provide a daily news item in Kirundi. In February 2017, Iwacu Web Radio recorded its 10,000 subscriber.

2017 and beyond

'Together with partners Spark, RCN and CCFD we trained bloggers on project management, reconciliation and combatting rumours. We will continue to develop a methodology and a community that is gathering the country's best bloggers and change-makers – who in turn train younger talent to effectively voice their own opinions, and who in turn become recognised by both their peers and the authorities,' says Adrien.

'Yaga will continue being the eyes, ears, and the voice of the Burundian people,' says Jean-Marie Ntahimpera, Yaga blogger.

Yemen Youth Panel: Tilting the Story towards Peace

As a country at war, a lot of Yemen's current media is about manipulation – produced by armed radical groups to recruit youth. So how do you create media and culture that present counter-stories that embrace inclusion and non-violence, and also speak directly to young people?



Building on a war zone

In Yemen, RNW Media and their partners create ways to engage the middle ground and inspire young people to think differently about weapons and joining radical groups. Activities include interactive theatre, radio dramas, online social engagement, public debates and the capacity building of partners.

'It's very challenging to set up sustainable projects in a war zone. There is nothing to build on – not even peace talks,' observes Ruba Mimi, RNW Media project leader for Yemen.

'I was also worried that it would be very difficult to change people's opinions and behaviour on a topic such as radicalisation. Experts don't even agree on the causes behind the process of radicalisation. So how can we offer a treatment? But we still felt it was a worthwhile experiment...'

'Syria without cameras'

Largely ignored by mainstream media, Yemen – the Arab world's poorest and least developed country – is in the grip of a complex civil war. The armed conflict has killed and injured thousands of Yemenis, forcibly displaced over 2,5 million people, and left at least 83% of the country's population in need of humanitarian assistance.

In this chaos, jihadi and other armed groups are actively recruiting young people as young as 10 years old. UNICEF estimates that children form up to a third of all fighters in Yemen. The groups use sophisticated recruiting tactics involving media campaigns and platforms, as well as door-to-door canvassing. This spreading radicalisation forms an obvious obstacle to peace and the formation of a stable civil state.

Yemen Youth Panel

RNW Media's work in Yemen began in 2013 with online surveys to evaluate the needs, views and aspirations of Yemeni youth. These now twice-monthly surveys (involving up to 600 participants) deal with themes such as weapons, domestic violence, women's rights and other socio-political issues affecting the daily lives of young people.

The surveys formed the basis in creating the online community Yemen Youth Panel (YYP) where these issues can be discussed. The panel consists of 15,000 Yemenis who receive the surveys by email or joining the discussions on the Facebook page. As of 2016, YYP has the fourth biggest Facebook community in Yemen, with 134,000 likes, 96% of which fall in the age group 13-34. It's estimated that 12% of all young Facebook users in Yemen follow the page.

'Here's your voice'

The survey responses and the YYP discussion are applied to create content – articles, cartoons, video and radio productions, etc. – for the online community as well as for Huna Sotak ('Here's Your Voice', 500,000 Facebook followers), the wider RNW-backed platform for the MENA region (Middle East and North Africa). These need-based stories are then spread via our media partners and radio stations in the region. Over 150 Huna Sotak stories have also been republished in Yemen via traditional media.

But since only 12% of Yemen's population has access to the internet, more offline opportunities must be offered to young people for them to form and share opinions. And with the country currently divided into two – with no travel possible between the north and south – such activities need to be mirrored in both regions.

Drama for social change

Radical groups often recruit door-to-door to back up their more sophisticated media campaigns and publications. To counter this personal approach, the interactive Theatre of the Oppressed tours high schools to communicate directly with students. In cooperation with the Yemeni Department of Education, 43 performances took place in 2016.

Using real stories from young Yemenis who were targeted and recruited by the different radical groups, the original script was developed by RNW Media together with actors from two theatre groups (one from the South, one from the North).

Is it worth the risk?

The story follows teenage Osama who needs money to help his family while also desiring to follow his passion for music. Naturally, recruiters are willing to promise him both...

'I will never carry a weapon'

Meant to inspire social and political change, Theatre of the Oppressed was developed in the early 1970s by the Brazilian director, activist and writer Augusto Boal.

Ruba herself was a witness to the power of the approach growing up in Palestine. 'This experience gives young people an opportunity to experiment change, to open their eyes that change is possible, participants discovered the power they have to make things better,' says Ruba.

As one Yemeni student put it: 'What I saw today, I will tell further – to my family and everyone I know.'

In evaluations taken a month after a performance, 85,9% of the participating students said they began to think differently about such themes as radicalisation and weapons, while 94,1% said the show helped them form an opinion about the themes.

Strengthening the network

Initially, RNW Media planned to put on 80 theatre performances over 2016. Due to changes in the organisation, the focus turned to the capacity development of



partners to enable them to maintain the current projects and reach further target audiences – in the South of the country, and beyond the main urban centres.

Besides the two trainings for theatre groups in Amman, all seven of RNW Media’s partner organisations received two weeks of training in storytelling, investigative journalism, mapping young people’s needs and social media. The Yemen team of RNW Media and three partner organisations also received advocacy training. As part of organising two public debates every year, RNW Media also provided debate training for 32 media faculty students from Sana’a University (North Yemen) and University of Aden (South Yemen).

Radio in a box

With all the power cuts disrupting internet use, radio is becoming an increasingly important medium in Yemen. RNW Media’s ‘Radio in a Box’ is a mobile FM radio station/studio with 15-kilometer range that has been deployed in fragile regions around the world.

In 2016, RNW Media supplied one to a radio partner in the South to expand their coverage to the city Taiz, which was under siege. In addition, RNW Media developed a series of radio dramas with Yemeni writers and radio journalists who were also had trained in storytelling and how to apply media for de-radicalisation.

2017 and beyond

For the first half of 2017, RNW Media will be in an inception phase for developing new programmes for Yemen, while continuing with our theatre programme, storytelling competition, and online debates and discussions. ‘This inception phase will not only be about applying our experiences but also an opportunity to re-open our eyes,’ says Ruba.

This phase will also draw inspiration from the lessons learned from the new RNW Media initiative Deep Dives, which focused on Yemen in 2016. ‘The most important thing I learned in 2016 was that change is more possible than I thought,’ says Ruba. ‘Our evaluations show that our approaches actually works! So it’s clear we should never underestimate the power of stories – and of young people.’



Results in 2016 (project began in June 2016)

Page views	546,776
Facebook fans	57,627
Facebook interactions	538,508

Habari RDC

Habari RDC encourages young Congolese people to discuss their country’s various political and social issues peacefully with their peers, through both online and offline activities. Launched in June 2016 as an independent platform, its content (articles, videos, infographics and photographs) is produced by 100 young bloggers and change-makers from across the country (Goma, Kinshasa, Lubumbashi, and MbujiMayi).

In September 2016, 50 aspiring new bloggers (approximately 40 percent female) were trained in blogging basics (how to write a blog, illustrate it, and promote it on social media) at the Centre Carter in Kinshasa. Despite the last-minute schedule adjustment due to the political violence that took place on 19 and 20 September, the enthusiasm of the attendees was infectious. The whole group was inspired by the idea of transforming their society through exchanging opinions and making online spaces work for them. This first #HabariRDC national event launched a further series of nine other offline events (debates and conferences around regional issues) on the ground and on television. Over 450 community leaders, political representatives, change-makers and bloggers participated in Habari activities over 2016.

Rencontres et Profils

The French radio programme Rencontres et Profils is a platform for the opinions of young people from RDC, Burundi, Rwanda and Ivory Coast. Within this programme, RNW Media offers coaching and capacity building to young editors. In 2016, Rencontres et Profils coproduced radio shows together with local stations in RDC and Ivory Coast. Broadcast weekly on over 100 radio stations, these shows featured around 16 influencers and 40 young people. Offline debates were also organised with change-makers and influencers on themes such as social cohesion and inclusive governance.



The project’s online presence was contained under Waza Online (and later ‘This is Africa’). Over 2016, the Rencontres et Profils pages on Waza generated over 20,500 page views. The content distributed on SoundCloud was played 8,209 times.

Huna Sotak

Huna Sotak (‘Here’s Your Voice’) is RNW Media’s platform for the MENA region (Middle East and North Africa). From Rabat to Sana’a, Huna Sotak tackles the stories ignored by other media, and offers an international platform for young regional change-makers to express themselves on issues that matter to their lives. The platform imposes no barriers or limitations, but adheres to the highest journalistic standards.



In 2016, Huna Sotak’s contributors covered issues related to democracy, free speech and gender equality. The website also took on taboo topics in the region, such as sexual rights and homosexuality. In an environment where the state media dominates, and both external censorship and self-censorship is imposed, Huna Sotak enables alternative opinions to be heard.

Results in 2016

Page views	2,011,451
Facebook fans	495,596
Facebook interactions	85,395

As one of Huna Sotak's contributors, the famous Syrian/Brazilian political cartoonist Carlos Latuf said: 'I can certainly tell you that Huna Sotak media outlet is the best one directed to an Arab audience. [...] Huna Sotak is probably the only one able to bring some discussions. [...] Some of the cartoons I made for your platform can unfortunately not be published on any other Arabic media.'

Huna Libya

Huna Libya is an online platform on Huna Sotak. Giving a voice to young Libyans, it actively works to build communities of the likeminded, thereby empowering them to put sensitive issues on the national and international agenda.



In 2016, Huna Libya included an interactive radio programme broadcast every Monday to Libya. The mostly young audience participate in discussions – the subject having been determined through a Facebook poll – by telephone, WhatsApp messages, Facebook posts and Viber voice messages. The producers work with various local partners, including the popular radio station Al-Wasat.

The public nominated the radio show for two international awards: it made the shortlist for the Index on Censorship's 2016 Freedom of Expression Awards (a journalism award that celebrates 'individuals or groups who have had a significant impact fighting censorship anywhere in the world') and placed second for 'Best Presenter' award of the Septimius Severus Prize (a prize awarded annually to historians and journalists whose work focuses on external influence of Libya).

Various offline events also took place in 2016. On International Women's Day (8 March), RNW Media collaborated with the Libyan Women's Platform for Peace (LWPP) to hold the Women for Peace event in Benghazi. On the International Day to End Impunity for Crimes Against Journalists (2 November), a video was launched to raise awareness on the safety of journalists in the country. Huna Libya's Facebook page continues to have a very active community and will continue in 2017.

Ma3akom

Ma3akom is an independent satellite channel broadcasting to Syria and the millions of Syrian refugees spread over the MENA region. RNW Media and five Syrian radio partners, including Paris-based Radio Rozana, produce the content, consisting of audio and slides with texts and pictures. Correspondents risk their lives as they try to report objectively from the streets of Damascus, Homs and Aleppo.



Ma3akom ('With You') is a response to the Syrian civil war and humanitarian crisis. The channel's productions are tailor-made for Syrians, offering reliable, objective news with a focus on freedom of expression, human rights and the personal stories behind the conflict. Ma3akom zooms in on the daily lives of ordinary Syrians, who regularly join the shows to have their say. Over 95 percent of the Syrian population – and 75 percent of the Syrians living in surrounding countries – have access to satellite TV and can therefore receive Ma3akom.

Results in 2016

Facebook fans	116,574
Facebook interactions	257,056

The project also includes a growing Facebook community (116,574), radio co-productions and video series productions, and offers coaching for radio partners and established and aspiring journalists. In 2016, the Ma3akom online video series discussing social and political topics using satire, 'Majnon Byehki' (produced with Syrian refugees in Turkey), reached around six million views.

The YouTuber Mahmoud Bitar (a Syrian refugee in Norway) also reached around six million views in 2016. Meanwhile, 'Edgard's Journey' (filmed in Lesbos and documenting a refugee's journey) reached 1.6 million views. The producers of both series were trained by RNW Media in video production, videos for social change and marketing before undertaking their co-productions. RNW Media also trained partner Radio Rozana, which will be taking over Ma3akom in 2017.



Matryoshka

Matryoshka is an online radio programme exchange platform for Russian language radio stations in Europe. Set up in 2014, the platform now has 15 participating radio stations in Lithuania, Poland, Belarus and Ukraine. The main aim is to provide objective and pluralist information to Russian-speaking populations, counteracting the less neutral messaging provided by most other radio stations. The Independent Association of Broadcasters (IBA) in Ukraine took over the management of the project at the end of 2016.

This pilot project also worked to improve collaboration and partnership between a wide range of independent Russian-speaking radio stations across Europe. The IBA will build on these results to further enhance collaboration and exchange.



Azraq Refugee Information Project

In October 2015, CARE Nederland, UNHCR and RNW Media signed a contract for a pilot project in the Azraq refugee camp in Jordan. The pilot aimed to improve access to information for the 20,000 Syrian refugees in the camp. Previously, communication inside the camp was mainly done through pamphlets, word-of-mouth and SMS. No structural medium existed to provide reliable information to the residing refugees.

'The people in the camp should know which NGO to address for support, how much food they are entitled to, and how medical care and education for their children is arranged. These practical issues were not completely clear before,' says Marten Mylius, CARE's team leader in the camp.

RNW Media built a tailored and user-friendly Content Management System (CMS). Six television screens were installed in central places and the CMS was connected to the screens by 'raspberrys' (tiny homemade computers), in order to create an intranet-like environment in which all content is stored. The camp's staff was trained to use the CMS system, and on how and what to write for the television screens.

The pilot succeeded in achieving its goal of facilitating more efficient communication between camp management and the residents through a variety of media channels. The CMS was successfully installed – despite regular power failures, and the heat, dust, and sandstorms of the desert.

This is Africa

In April 2016, RNW Media's African platform Waza Online merged into This is Africa (TIA) in a strategic partnership to broaden the scope of material and contributors. TIA aims to present a credible, accurate and non-westernised reflection of the continent to both a pan-African and international audience. With its tagline 'The Voice of a New Generation', TIA covers a broad range of topics reflecting both the serious and lighter side of the continent. Its thematic focus includes both Citizenship and Sexual and Reproductive Health Rights (SRHR). The themes also extend to African identity, arts and culture, migration and entrepreneurship.



Results in 2016

Page views	7,579,883
Facebook fans	824,520
Facebook interactions	2,684,363

Driving the content is a young but experienced editorial team, backed by a further 150 contributors spread across 25 African countries. In August 2016, TIA launched a French-language sister site aimed at Africa's francophone audience. In September 2016, one of TIA's senior staff writers, Bongani Kona, was shortlisted for the Caine Prize (African Booker Prize) for his short story 'At your requiem'. From a geographic perspective, TIA's online community reflects a very strong internal African audience, as well as a sizeable audience in the international diaspora and among African Americans, aged between 18 and 34.

Polylog

RNW Media, together with its partner Independent Association of Broadcasters (IAB), developed a multimedia project (website + social media + TV talk show) in 2016 for and around Internal Displaced Persons (IDPs) in Ukraine. Ukrainian media has largely ignored the refugee crisis - the country's largest humanitarian crisis since its independence. Russian-speaking IDPs fleeing Eastern Ukraine are perceived as a threat to Ukrainian speakers living in the Western part of the country.

IAB aired a talk show (a very popular format in Ukraine) to discuss matters central to the integration of IDPs in Ukrainian society. The programme involved IDP journalists, and the viewers themselves could contribute to the discussions via cell phones and online.

In July 2016, RNTC provided training to the Polylog team on how to use media for behaviour change. The website and social media team also received RNTC training on online community building. The TV team received training on different formats for television.

RNW Media participated in this innovative project for just one season before stopping its activities in Ukraine in line with the geographical focus of RNW Media's new longer-term strategy.

Results in 2016

Page views	21,190
Sessions on website	538,508



Results in 2016

Page views	1,153,814
Chinese social media views	9,960,400

China Innovative Solutions - HelanOnline

Since 2008, HelanOnline has achieved a strong position within the Chinese media landscape. The platform works with Chinese media partners such as People's Daily, China Radio International, Ifeng and Tencent.

HelanOnline is a trusted media platform creating a bridge between the Netherlands and China. Since 2016, its focus has been on business and innovation. The platform's media experts, located both in China and the Netherlands, specialise in making Dutch stories appealing to the local Chinese context. Services include content production, social media, media distribution to Chinese media partners, and media training.

In 2016, HelanOnline supported several Dutch organizations in bringing their stories to China - for example, the Dutch Consulate General who wanted media coverage for their corporate social responsibility programme.

Ivoire Justice: Filling the Void of a Polarising Issue

Ivoire Justice is a platform covering reconciliation issues and the International Criminal Court cases related to the Ivory Coast - including that of ex-president Laurent Gbagbo, who is currently on trial in The Hague for crimes against humanity.



Presenting different standpoints

The RNW Media-backed Ivoire Justice platform offers stories and information - through videos, blogs, web stories and offline events - that allow young Ivorians to form their own opinions on the International Criminal Court case against their former leader. The target group is massive: out of Ivory Coast's population of 23 million, 59% is younger than 25.

The focus is not only on providing non-biased reporting from the trials but also on offering a broad spectrum of views on Gbagbo - from lawyers, prosecutors and former employees of the president, to those who lost relatives under his regime.

'I think our biggest success to date is that we're still generally regarded as a highly credible and independent platform for such a polarised issue,' says Tanja IJzer, senior manager of Citizens' Voice at RNW Media.

'Civil war'

After the 2010 elections in Ivory Coast, conflicts arose between two camps. On one side: supporters of the current president Alassane Ouattara who won the election. On the other side: supporters of Laurent Gbagbo who lost the election but refused to give up power - and was then eventually arrested and brought to the International Criminal Court in The Hague.

Over 3,000 people have died in the post-election unrest. As of January 2016, Gbagbo is being tried for crimes against humanity.

With Gbagbo's supporters referring to it as a 'trial of shame' and Ouattara's supporters call it a 'trial of justice', many worry that the violence will again escalate.

'I would actually describe the post-election crisis as a full-out civil war,' notes Antoine Panaite, a journalist who has been covering the trials in The Hague for Ivoire Justice since 2015.



Filling a void

When Ivoire Justice started in 2013, there was no platform for people to talk about the crisis and the related ICC trials. Any available information was largely biased, and local newspapers only offered limited coverage. Over 2016, the platform achieved 410,000 followers on Facebook, making it the fourth most popular media-related site in the Ivory Coast. It became obvious the platform was fulfilling a need for young Ivorians – their engagement was high as measured in the number of comments, discussions and interactions.

Content is redistributed by Ivorian news websites, such as abidjan.net, connectionivoirienne.net and rumeursdabidjan.net. The website has also become a much cited resource for local and international newspapers, as well as for university research.

While most of the action remains online, various offline activities also took place over 2016.

Debate

In May, the Ivoire Justice team hosted a debate in Abidjan on the ICC and the Laurent Gbagbo/Blé Goudé ICC trials. The event was funded by OSIWA (Open Society Initiative for West Africa) and organised in collaboration with the Centre ESD (Centre d'éducation pour une société durable).

The attendees were mostly young law students, journalists, bloggers and human rights activists – from different academic backgrounds to ensure diversity of standpoints – who were split up into various debating groups. It was also attended by several local NGOs, as well as around 20 Ivoire Justice followers. While the event drew more attendants than previous events in Ivory Coast, the number was lower than the target (94 attended of the 150 invited). The two social media posts related to the event generated 14,250 likes, 250 comments and 150 shares.

In response to the debate, all participants (strongly) agreed that they will be more open to other opinions, that they learned new things, and that the event made them think. As one attendee expressed it: 'The debate participants managed to discuss with real arguments and in a good mood.'

Hackathon

Seeking a more innovative approach, RNW Media organised a "hackathon" in August with local partner UNBCI (Union Nationale des Blogueurs de Côte d'Ivoire). In a school in Abidjan, 41 young IT specialists in 10 different teams gathered to develop tech solutions for peace and reconciliation in their country. International justice and social cohesion experts from Ivorian NGOs, FIDH (International Federation for Human Rights) and Conariv (Commission Nationale pour le réconciliation et l'indemnisation des victimes des Crises venues en Côte d'Ivoire) provided the group with background information.

In just over 48 hours, the winners 3M Communication built Ethicone, a platform for children to engage on issues of peace and reconciliation by making and

uploading comic strips and interacting with each other. The event, #HackCivPaix, became a trending subject on Twitter.

Focus group

Also in August, external consultants from the Ivory Coast produced a focus group report, via online interviews with website users. While the answers were from those already engaged enough to visit the website, the study did suggest that the platform did open the participants up to the opinions of others.

'It was a real eye-opener that people had a different point of view – and that was valid as well.'

Ivoire Justice participant

2017 and beyond

In line with RNW Media's new strategic direction of increased focus and sustainability, the programme will be handed off to local partner CESD by April 2017. RNW Media will then work on developing new initiatives that appeal directly to the needs of Ivorian youth, which will then be launched in 2018. 'In retrospect, we could have handed over our activities much earlier to local partners,' observes Tanja. 'We should have relied more on the expertise of local staff. But now as we leave the management to them, it's becoming easier and more satisfying for everyone.'

In fact, the local freelance staff have been instrumental in the search for a new partner to take over operations. 'I think we've found the right people now. But it's been difficult since there's also a general fatigue around the whole issue of international justice. Plus, you can't expect people to take over your project and align with it 100%,' says Tanja.



Results in 2016

Page views	113,948
Facebook fans	36,973
Facebook interactions	508,190

Justice Hub

Justice Hub was an online platform for students and legal professionals interested in international trial law. The platform was set up as a reference point for the other Justice projects at RNW Media: The Hague Trial Kenya and Ivoire Justice.

By stimulating the debate between 'The Hague' and the change-makers, RNW Media aimed to ensure that the views of the affected populations were taken into account in the policy process. RNW Media allowed both groups to explain their opinions in greater depth, and to contribute towards more effective international law.

In view of its new strategic positioning, RNW Media ended its commitment to projects related to International Justice in the course of 2016. Towards the end of the year, the platform was handed over to The Hague Peace Projects. This organisation cooperates with diaspora communities from conflict areas living in Europe, local journalists and human rights actors living and working in conflict areas. Together, The Hague Peace Projects conducts research, publishes reports, is involved in advocacy at different levels, and organises public campaigns.

The Hague Trials Kenya

The Hague Trials Kenya was an online platform initiated by RNW Media to discuss the controversy around the International Criminal Court case against Kenya's President Uhuru Kenyatta and others.

Results in 2016

Page views	178,893
Facebook fans	299,430
Facebook interactions	50,555

The primary target group of The Hague Trials Kenya was young Kenyans who experienced the post-election violence of 2007 and 2008. They were invited to discuss the relevant issues, share their own stories and ask questions about international justice. Articles, opinion pieces, videos and cartoons gave young Kenyans the chance to form and express their own opinions. Following RNW Media's new strategic positioning, the project was handed over to Journalists for Justice and the International Commission of Jurists (ICJ, Kenya chapter) in September. They continue to report on Kenyan cases at the International Criminal Court in The Hague.

Let's Talk, Uganda

In June 2016, RNW Media and the Justice and Reconciliation project from Gulu officially launched Let's Talk, Uganda - a project that offers a space for Ugandans to discuss issues close to their hearts and the hearts of their families. Let's Talk Uganda creates and facilitates conversations about a wide variety of topics by innovatively combining new media with offline events.



Results in 2016

Page views	11,911
Facebook fans	43,772
Facebook interactions	82,608

In 2016, regular local events were organised where participants could discuss issues such as the trial of former rebel leader Joseph Ongwen at the International Criminal Court in The Hague, the aftermath of the civil war that ravaged Northern Uganda, and other peace and reconciliation issues. The main points of these live debates were presented on a range of online platforms, including Facebook, Twitter and the Let's Talk website. As a result, Ugandans were able to access each other's viewpoints and discuss their own thoughts in a safe space. Towards the end of 2016, RNW Media stopped its involvement, and transferred all responsibilities to the Justice and Reconciliation project, which continues with all the platforms. The project was active for about half of the year.

Creating a whole

RNW Media's Social Cohesion and Inclusive Governance (Citizens' Voice) programme differs from its Sexual and Reproductive Rights and Health (Love Matters) programme as it is made up of a variety of quite different projects. Decentralisation to the regions is RNW Media's future, as it embeds its work firmly on the ground in the target countries. At the beginning of 2016, Citizens' Voice was too fragmented across projects on the themes of international justice, free speech and reconciliation.

A priority for 2016 was to bring the Citizens' Voice projects into a single overarching programme, with coherence and alignment within the RNW Media strategy. It was therefore decided that nine projects would be handed over to local partners. Five projects were successfully handed over, and the remainder will follow suit in 2017. (Read more about RNW Media's handover strategy for Sustainability).

International conferences and events

Citizens' Voice engaged in a number of key international events and conferences in 2016.

In the light of the complex war in Yemen, RNW Media and PeaceTech Lab convened the first Deep Dive group session to share experiences and thoughts on possible courses of action. Researchers and representatives of NGOs, funders, and government agencies with experience and interest in Yemen came together in a five-hour roundtable to discuss current conditions, activities, and possibilities for peacebuilding and humanitarian work in Yemen. Additionally, the programme had a seat at a Yemen experts meeting in Amman, organised by UNESCO Yemen, where international media NGOs worked on project ideas to respond to the needs of Yemeni journalists. RNW Media also organised the Libyan Women for Peace Festival in Benghazi, Libya. In partnership with LWPP, the event celebrated civil society movements in the war-torn city, focused efforts to strengthen civil society and spread awareness of the importance of upholding social and cultural life in times of war.

This was an extraordinary event given the challenges due to the lack of security in the country, not to mention the controversial theme. Citizens' Voice was represented at the Radio Days in Africa event held at the University of Johannesburg. The conference attracted more than 250 international and local media experts who shared their knowledge, insight and passion for radio, and RNW Media showcased its use of WhatsApp Radio.

RNW Media and the Knowledge Platform Security & Rule of Law hosted a discussion event in The Hague, celebrating the visit of three bloggers from the YAGA collective. The meeting aimed to provide for an informal exchange regarding the situation in Burundi and discuss on-going projects and learning. The team also joined the panel of Diaspora Conference on the Great Lakes Region. Convened by The Hague Peace Projects, the conference explored the critical role of media in conflict and peacebuilding.



Policy and campaigns

The China programme of Citizens' Voice, Justice4Her, created a robust collaboration with legal partner Qianqian Law Firm. Together they supported legal consultation for 712 gender-based violence cases via email as well as a dedicated help hotline. They also provided support for six victims to represent their cases at court.

The Yemen programme (The Yemen Youth Panel) participated in a global online campaign for the International Day to End Impunity for Crimes against

Journalists (2nd of November), working with UNESCO, the Committee to Protect Journalists and other key actors.

Funding success

The Citizens' Voice programme is developing a demonstrable track record for impact to support future funding opportunities. In 2016 the team worked hard to build constructive relationships with key institutional funders.

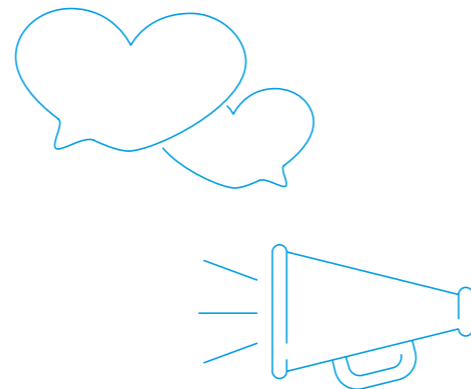
RNW Media's Chinese department formed a coalition with a local NGO to apply for funding from the European Instrument for Democracy and Human Rights (EIDHR), on strengthening the rule of law and good governance in China.

Unfortunately, the proposal was eliminated in the first round due to unforeseen issues with the partner. Nevertheless, the EU Delegation in China did give very positive feedback on the proposal and encouraged RNW Media to apply again in the 2017. The Middle East and North Africa (MENA) department further strengthened relationships with the Ford Foundation in Egypt, developing proposals to support social cohesion in the MENA region. In this case negotiations were halted due to RNW Media's organisational restructuring in 2016, but the doors are open for future funding opportunities.

2017 and beyond

Bringing the Citizens' Voice programme in line with RNW Media's core approach and refined Theory of Change, the programme will adapt its previous focus on free speech to supporting open dialogue, reconciliation and resilience to political manipulation. From 2017, the goal will be to distil the best practices of 2016 into replicable and scalable models for youth engagement and inclusion. The tone will be aspirational. The focus will be to amplify young peoples' voices and connect them with decision makers.

In this way, they can move from simply having a voice, to also having influence. Where possible projects will also refer young people to complementary services, so they can act to claim their rights. Furthermore, RNW Media's approach will also include the gathering, analysis and sharing of online data to optimise user engagement and support advocacy for policies and services which reflect youth needs.



5.3 RNTC

Media Training for Social Change

RNTC is RNW Media's internationally renowned training centre, with more than 45 years of expertise. The centre provides courses both internally for RNW Media's staff and partners, and externally for journalists from low-income countries, making an important contribution to RNW Media's mission to stimulate social change.



RNTC puts storytelling at the heart of all its training. The courses for external participants are aimed primarily at mid-career media professionals in the developing world, chiefly funded by grants from EP-Nuffic's Netherlands Fellowship Programmes (NFP). Increasingly, shorter courses are run overseas, and pop-up training hubs are planned for Nigeria and Asia in 2017. RNTC aims to be largely self-financing, though in 2016 it still relied in part on the RNW Media budget.

RNTC surpassed its target number of course and workshop participants in 2016, with a total of 1336. Evaluations showed a satisfaction rate of more than 85% for fact-to-face courses, and more than 80% for the Online Academy. Participants gave courses in Hilversum an average rating of 8.7 out of 10, and when overseas courses are included, the average score goes up to no less than 9.1 out of 10.

There were challenges for RNTC in 2016 as it adapted to the future based on RNW Media's new strategy. Non-freelance FTEs dropped from ten to two, and in the first quarter there was a change of management and coordination. Regardless of the transition at RNW Media the team was able to move forward with the Online Academy, and the training centre still pushed ahead with new projects.

Training courses

Persuasive Storytelling

RNTC continued to put the course Persuasive Storytelling at the basis of all its training in 2016. Because stories take people on an emotional journey, they are a powerful tool in media content aimed at achieving social change. A strong narrative won't change strongly-held beliefs at a stroke, but it can persuade a person to take the next crucial step in their thinking.

RNTC's four-module Persuasive Storytelling course looks not only at the essential elements of storytelling, but also at understanding an audience, the processes of learning and persuasion, and choosing the right creative format in the media.

The course has a wide target group, which includes RNW Media's staff as well as its partners around the world. For young people working for change, storytelling

can help them advocate their cause with maximum impact. 'Learning by doing' is an important part of RNTC's approach; course participants try out the theory by producing their own media content.

'I believe that I will be able to reach my target audiences much more powerfully with stories that will make them think, and maybe even change their minds and behaviour.'

Reykia Fick, Media Relations Manager at Fairtrade International, participated in Using Media for Development and Producing Media to Counter Radicalisation (2016)

The course has four complementary modules:

- **Know your target audience**
Explores how to map and zero in on a target audience, identify the influencers in a target group, recognise its agreed realities, and use social media to gain insights.
- **Persuade your target audience**
Gives an understanding of how people learn, the ingredients of persuasive aims, how to draw on credible sources, and how participants can apply persuasion to their own context.
- **Storytelling for media professionals**
Identifies eight essential elements of storytelling, and the difference between narrative journalism and information journalism
- **Creative formats**
Identifies ten formats used in media content, and how they can be used for different purposes.

The modules are given as a whole in face-to-face courses and can be taken separately in RNTC's Online Academy. These online versions were finally completed in 2016, also drawing on the expertise of an online learning specialist. Work continues to add up-to-date cases adapted to the needs of different geographic regions, and the modules are now available in English, French, Arabic and Chinese. More information on the number of participants and their ratings of the courses can be found here.



2017 and Beyond

In 2017, RNTC will continue to put Persuasive Storytelling at the heart of its training, and make increasing use of the modules in the Online Academy. In 2016 RNTC began work to obtain accreditation with the Dutch Qualification Framework (NLQF) for a course in Advocacy Journalism, and expects this process to be completed early in 2017. Persuasive Storytelling will also be the cornerstone of this course.

Producing Media to Counter Radicalisation

As governments, media and NGOs seek ways to combat ideologies of violence targeting young people, RNTC's story-based Producing Media to Counter Radicalisation course is drawing a lot of attention. Launched in 2016, the course looks at how radical groups like Al-Shabaab, Islamic State and Boko Haram use media to radicalise youth, and explores how persuasive storytelling can be used to create counter narratives.

The course draws on best practices in existing anti-radicalisation programmes and real-life cases that help bring individuals and communities back from the brink of radicalisation. With an emphasis on 'learning by doing', participants try out techniques to deliver their alternative narratives to closely identified audiences.

Where feasible, the courses features guest lectures by experts from organisations such as the International Centre for Counter-Terrorism in The Hague, the European Union's Radicalisation Awareness Network, and the Corsham Institute on digital society, and includes an interview with a person who has been radicalised.



Geared to experienced media professionals and journalists, Producing Media to Counter Radicalisation is offered both for individual participants, and in a tailor-made version for government bodies, media organisations and NGOs.

Learning Curve

In 2016, RNTC ran the new course several times, both in a three-week version in Hilversum and in a more compact form elsewhere. A four-day course was commissioned by the Dutch embassy in Cairo aimed at journalists from Egypt and Jordan. This took place in Jordan, where RNW collaborated with a new partner, the [Jordan Media Institute \(JMI\)](#).

Producing Media to Counter Radicalisation met with an enthusiastic response from participants in 2016. In evaluations, they confirmed that they had deepened their understanding of communication relating to radicalisation, and gave the course an average score of 8.3 out of 10 or higher.

'India is facing the huge problem of youths joining radical organisations. I will apply what I learnt at RNTC to stories about stories about restless and radicalised youths. During the RNTC course, I learnt how to effectively discredit radicalisation and provide alternative narratives.'

—
Anand Kumar Patel, Special Correspondent News Broadcast Channel-NDTV, participated in Producing Media to Counter Radicalisation in 2016

Developing a course on such a specialist topic has been a steep learning curve for RNTC. Of course, there is no simple formula to combat the phenomenon of radicalisation, and with this topical and evolving subject, RNTC works hard to keep developing and refining its teaching material. There is also a constant exchange of ideas with participants, who without exception have experience with radicalisation and come from countries where it is taking place. They therefore bring valuable input which RNTC is able to draw on for the future.

2017 and Beyond

Three full-length Producing Media to Counter Radicalisation courses are scheduled in Hilversum in 2017. RNTC will continuously review the content, and will stay up to date on developments via the Radicalisation Awareness Networks communications working group.

"RNTC has opened me up to a whole new world of journalism. Their teaching techniques are amazing; what a pool of trainers! Prior to this course, I thought there was nothing more to learn about TV/radio productions and content generation than what I already picked up in journalism school in Nigeria and my eight years of practice. As the course progressed, I was shocked by the huge knowledge-gap that's there to be filled. All the topics I explored here, I could not have not imagined before coming here."

—
Abayomi Adisa (Nigeria) - Programmes Producer

New courses, hot topics

In 2016, RNTC continued to build its international reputation. The centre offered workshops at international media conferences in Africa and Asia, and at Deutsche Welle in Germany. There were also pilot courses for the Dutch embassies in China and Egypt.

Courses for media professionals were launched on investigative journalism, and on using storytelling to counter gender-based violence. Training on the hot topic of counter-radicalisation in particular drew attention both from individual journalists and governments. Responding to past requests in course evaluations, RNTC also tested a new module on data journalism.

Commercially-oriented training in 2016 included a programme for Dutch public broadcaster NPO. RNTC also provided training for The Hague Academy for Local Governance, and the Erasmus Mundus programme in Journalism, Media and Globalisation at the University of Amsterdam.

In 2016, the centre applied for honours degree course accreditation, so media students on RNTC courses can earn credits that count towards their degree. RNTC plans to develop its links with the academic world further in 2017. Work continued with a variety of partners on a project basis in 2016. A new

partner was the Institute (JMI), which collaborated on media training in Oman, initiated by the Dutch Embassy in Egypt.

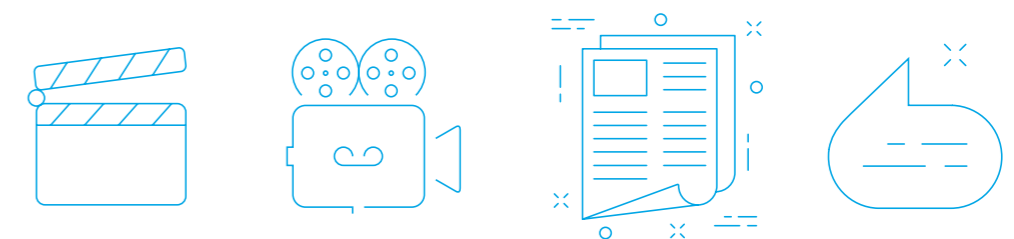
'Even though I have more than 20 years of experience in the TV industry, I learnt how to tell my stories better using RNTC designed techniques. If you have a powerful story in your media campaign, the impact is really measurable.'

—
Sanjay Singh (India) - Freelance Creative Director and Campaigner

RNTC Online

The modules of the core theory were designed, and translated versions made from English into Chinese, Arabic and French. At the end of the test period early in 2017, the Online Academy will be ready to offer independent online courses. The webinar environment has been used for various courses, such as the NPO training, and more webinars are planned for 2017, including a series for RNW Media's SRHR programme.

The [RNTC website](#) was also completely renewed in 2016, reflecting the centre's changing staff and new courses. The fresh new site integrates Zoho CRM customer relationship management software for course registration.



06.

Worldmap

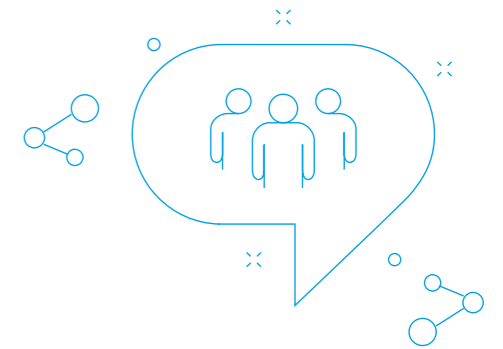


This worldmap gives an overview of RNW Media's projects in 2016. The 'Sexual and Reproductive Health and Rights' projects are in red. The 'Social Cohesion and Inclusive Governance' projects in blue.



07.

Our organisation



7.1 Organisational Development

For RNW Media as an organisation, 2016 was a year of change. A new strategy brings a new structure, and new people in new positions. As content production is decentralised to young people in the regions, the Hilversum office is becoming a centre of expertise, with a focus on strategy, income generation, management and innovation. This has brought about a major reshuffle in the structure of the organisation. RNW Media has now moved on from its past as a broadcasting and media organisation, and stepped firmly into the future as an international NGO for social change.



New strategy

In 2016, RNW Media honed a new strategy for the future to become a focused, effective, efficient and independent organisation. The plan is to diversify and increase income to achieve sustainability by 2021. RNW Media will spend less money but achieve more impact. A management agenda is designed to further develop the strengths, capitalise on opportunities, and overcome weaknesses and mitigate threats. It will guide the way to where we want to be.

RNW Media seeks to make a significant and sustainable impact on society in countries where freedoms are restricted. This means looking outwards and including all RNW Media's stakeholders, from donors to partners and - most importantly - the young people who are at the heart of all our activities in the target countries and regions themselves.

Young people make up a major proportion of the population in many of these countries, and they are the ones who will inhabit the future, yet their possibilities for sharing power are currently highly constrained. We seek to empower young people to be the citizens they want to be, in the society they want to be in.

We facilitate young people to form opinions and influence society. RNW Media's main tool to amplify young people's voices is the digital media they use themselves.

This is constantly developing, so it's vital to stay innovative and curious. With the data it gathers, RNW Media gains insight into young people's needs and desires. The ultimate aim is that projects RNW Media sets up should become sustainable and be handed over to partners in the target countries.

From 2017, RNW Media narrowed its focus to two themes: Realising Sexual and Reproductive Health and Gender Rights, and Social Cohesion and Inclusive Governance (SCIG). The organisation also reanalysed its selection of target countries and regions to determine where its work is most needed and can be most effective, based on levels of development, and the numbers of young people with a need to claim their rights in society. The decision was made to hand over projects in South America to partners, and switch the focus to 11 countries in Africa and the Middle East, plus China.

New organisation

This change in strategy called for a reorganisation at the Hilversum office. Based on the demands of the new strategy, RNW Media defined the responsibilities and positions that will be needed in the future. Some members of staff have stayed on in unchanged positions, others with the right skill sets applied for newly created jobs, and fresh talent was recruited to meet new needs.



The transition has brought a cut in the headcount at the Hilversum office which was agreed after careful discussions with the Works Council, and negotiations with the trade unions to agree on a redundancy programme. The reorganisation has been challenging for the people affected, but there has been understanding for the need and respect for the developed strategy. A dynamic and positive organisation has emerged.

With new activities in target countries, the relationship with some of RNW Media's regional colleagues around the world has changed as well. A number of contracts have ended in countries where RNW Media has handed over or phased out projects, while new jobs are arising elsewhere and new contracts have been signed.

New structure

In 2016, RNW Media also moved towards the aim of working in multidisciplinary project teams, so that each project has a range of skill sets available in the right combination to realise results. The organisational structure was also rearranged to meet the new strategy needs.



- **General Management:** The CEO, company secretary and support.
- **Finance and Operations:** Financial management, quality management, facilities, human resources, and IT support.
- **Programmes and Implementation:** This is one of two core units, employing half the Hilversum staff. They work on developing and managing programmes, managing and coordinating work in the regions, researching and developing the approach, and monitoring outcome and impact.
- **Business Development and Innovation:** the second of the two core units. Business Development develops fresh ways of generating, growing and diversifying income and Innovation, looks at how RNW Media can keep renewing its activities.
- **Strategy and Stakeholders:** Strategy makes sure the RNW Media strategy is driving the work in all the departments and develops the annual plans. Stakeholders works on stakeholder engagement and on managing the most important relationships. It includes communications, public relations and public affairs, and branding. This unit also ensures coordination among all of RNW Media's units.

The working of this model will be closely monitored and adjusted where necessary in 2017.

New management team

There was also a major change in RNW Media's management team. In 2016, management consisted of two positions: Robert Zaal was General Director, and Jacqueline Lampe was Programme Director, appointed in January 2016. As of September 2016, however, Jacqueline Lampe was appointed as the organisation's statutory CEO.



This makes her responsible for the development and implementation of RNW Media's mission, vision and strategy, and for the realisation of its organisational objectives. This includes ensuring that employees understand and support the strategy and direction.

Supervisory Board

In line with the new strategy and organisation, there were also changes in the Supervisory Board, bringing a modified profile and composition. The board has a new chair, as does its Audit Committee. In early 2017 RNW Media is recruiting a fifth member. A review of the organisation's governance is also underway to align it with NGO sector practice.

Young and international

If you ask people at RNW Media what they love about their work, they are sure to mention the international atmosphere. At the beginning of 2016, there were 103 people working for RNW Media in Hilversum and 46 in the regions. In the Hilversum offices 20 different nationalities were represented, plus 18 in the regions, with people from the Middle East and North Africa, Sub-Saharan Africa, Latin America, China and India, as well as nine different European countries. Not surprisingly, the lingua franca is English.



In line with the new strategy the number of people working in Hilversum will be further reduced in 2017 and the number of local staff in the regions will more than double.

In July 2017 there will be 49 people working in Hilversum representing more or less 15 nationalities while in the regions around 90 colleagues with 23 different nationalities will be working for RNW Media. Safeguarding diversity of personnel is a leading principle.

This diversity and constant communication among colleagues and partners in the Netherlands, the target countries and beyond, makes for an inspiring culture of global thinking, backed by specialist local knowledge.

In March 2017, just over half of the people working at RNW Media are women. In keeping with the young target audience, 45 percent of the personnel are in their twenties, and 28 percent in their thirties.

2017 and beyond

Based on the remodelling, RNW Media is ready for the future; it's a youthful, international organisation with expertise carefully selected to meet the goals set out in the Theory of Change. At the Hilversum office, there will be a small, efficient core of digital content and engagement strategists, business developers, managers, accountants, administrators and trainers, with a bank of knowledge.

In the target countries, there will be a wider group of programme implementers including coordinators, digital media production and design, search engine marketing, community moderation and management, PMEL staff and project assistants. These local teams will connect with youth change agents, youth-led movements and partners to amplify their work and scale their impact. RNW Media now has an organisational structure ready to meet the demands of its new strategy in 2017.

7.2 Efficiency

RNW Media has grown out of a different type of organisation, and has experienced a period of renewal and reinvention. The result has been great work, with strong programme impact. To realise the innovative, effective and sustainable programmes that RNW Media aims to achieve, the organisation has been taking a critical look at its processes to hone them for efficiency.

Working in sync

In 2016, RNW Media worked on streamlining processes. We improved administrative systems and focused on strengthening the coordination of activities. From 2017, the new organisational strategy helps make sure everyone is facing in the same direction and working in sync.

Outsourcing

The decrease in the size of the organisation in Hilversum and the transfer of activities from Hilversum to its target regions has reduced the need for continuous support by departments such as ICT and Design. The emerging need for a diversification of services can only be met at the lowest costs and highest quality through outsourcing. This will help RNW Media to become a professional, lean and agile organisation.



Benchmarking

Salaries and benefits at RNW Media used to be based on the standards in Dutch broadcasting. In 2016, RNW Media worked towards ensuring its costs conform to sector standards by benchmarking against other NGOs, and are appropriate for its target countries and skill sets. The process will continue in 2017.

7.3 Connect

Connect: funding for social change

Connect is the unit in charge of reaching out to the world to generate the income RNW Media needs to bring about positive social change. In 2016, RNW Media ramped up its bids for new income, doubling the total number of tenders and applications compared to 2015. A crucial milestone was the Dutch Ministry of Foreign Affairs' decision to provide four more years of funding. There was also a major grant from AmplifyChange for the Love Matters programme. And Connect lived up to its name by linking up with funders at RNW Media's first Deep Dive event in Washington DC.

Ministry of Foreign Affairs

After months of hard work, in November RNW Media celebrated the news that the Dutch Ministry of Foreign Affairs had agreed to grant fresh funding. The Ministry wants to see RNW Media able to achieve measurable impact and attract income from other sources. Connect liaised with the programmes and consultants on the development of the Theories of Change that explain how RNW Media's

programmes will go about changing societies for the better. At the same time, Connect presented RNW Media's track record and set out its new strategies for resource mobilisation.

AmplifyChange

RNW Media beat stiff competition from large, established NGOs to win a large multi-year grant from the Sexual and Reproductive Health and Rights (SRHR) fund AmplifyChange, whose donors include the Danish and Norwegian governments. Out of 90 applicants, only three were awarded a grant. The key value proposition for this donor was our ability to tackle the most taboo sexual rights issues in a safe online space.



Deep Dive

In 2016, Connect launched an innovative approach to building the relationship with funders. With partner PeaceTech Lab, RNW Media invited donors and research institutions to a Deep Dive seminar at the United States Institute of Peace, a prime location in Washington DC. The event profiled the Yemen Youth Panel, a relatively small project that illustrates how RNW Media's strategy of using digital platforms succeeds in reaching young people where others struggle to do so. During the event, the funders were impressed to see a real-time poll response from Yemen Youth Panel followers.

Business Development

With Business Development, RNW Media pushed ahead with new ways of generating income. For example, a pilot project to obtain funding from non-traditional donors included a campaign promoting Dutch fashion in China.

In 2016, Connect learnt how a strategy shared by the whole organisation enables you to focus the way you look for money, picking the right partners and making sharp proposals. The challenge for 2017 will be to update the resource mobilisation strategy in line with the new organisation, and work together across departments to apply the lessons RNW Media has learnt.

One of RNW Media's key strategies is to kick-start strong projects and make them sustainable by handing them over to local partners in the target countries. A lot was learnt on this process in 2016, and guidelines were developed on how to go about it. Handing over a project is always a matter of negotiation, ensuring that quality will be maintained without dictating the terms to the partner. At the same time capacity building is key as local partners need to be offered the possibility to gain on skills in order to continue work in the long term without support of RNW Media.

From the Start

Effective handover plans ensure that the value of RNW Media's investment is preserved. A crucial lesson from successes in 2016 was how important it is to build sustainability into projects right from the start. Projects in Ukraine and Uganda were launched and handed over within the space of a year, and this was possible precisely because of forward planning with strong partners.

In 2016, nine projects were identified for handover to partners. All except Ivoire Justice were not in RNW Media's core countries. In the case of What's Up Africa and Justice Hub, the projects were focused internationally.



Handing Over

Five of the nine projects were successfully handed over to partners in 2016. What's Up Africa, Hablemos de Sexo y Amor in Mexico, El Toque in Cuba, and Ivoire Justice in Ivory Coast will be handed over in the course of 2017. Sustainability plans will also be made to hand over Love Matters India and Love Matters Kenya at the end of the multi-year programme supported by AmplifyChange.

7.5 Safety and Security

Nothing could be more important to RNW Media than the physical security of its staff and partners. The organisation's security policy was given a thorough review in 2016 before its formalisation in 2017. It will also cover regional colleagues working in the target countries, and tailored to the particular situation in each region. RNW Media works closely with the Centre for Safety and Development to work out its training needs and update its security protocols.

Safety First

RNW Media's new Safety and Security Management Framework will consist of a policy, procedures for travel approval, risk management, staff profiles, and incident reporting guidelines and procedures. A Crisis Management Plan is also being developed, which prepares for high-intensity security monitoring, early warning mechanisms for human rights, security threats to staff and partners, and physical and digital security measures. The plan sets out everything from personal protection measures and break-off points to possible evacuation scenarios and diplomatic lobbying.

Digital Security

A policy on digital security is also under review, bearing in mind the need to respond quickly to advances in digital technology. RNW Media has digital security specialists following trends and updating colleagues and partners on digital security awareness and a code of conduct. Website hosting is secured with

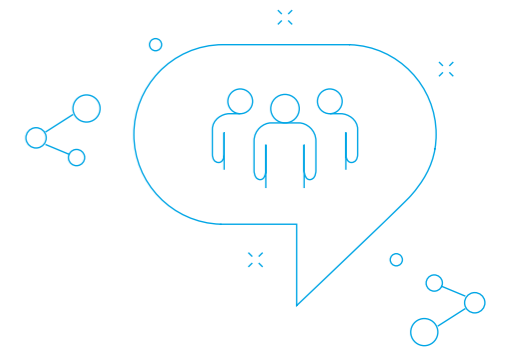
7.4 Sustainability

independent third parties, making sure there is guaranteed non-interference with data collection, ownership and storage, and ensuring privacy according to international regulations.

RNW Media works with a variety of organisations dealing with digital freedom and security, including The Open Tech Fund, Lifeline project of Freedom House, Digital Defenders Network and Frontline Defenders.

08.

Supervisory board



Functions

The Supervisory Board oversees the management policies and overall affairs of RNW Media. It appoints the management and serves as a sounding board. Members are appointed for four years, after which they can be reappointed one more four-year term. More information about the Supervisory Board can be found in the financial report.

Interview

Theo Huibers is chairperson of RNW Media's Supervisory Board. With expertise in disruptive strategy and change management, he's managing partner of the strategic advice bureau Thaesis. He's also part-time professor at the University of Twente, Department of Human Media Interaction.

How do you look back on 2016?

'It was a year of transition. RNW Media transformed fundamentally from a journalistic media organisation into an international NGO. This process not only generated a lot of energy, but also came with the expected tensions, challenges, and emotions.'

Why did you take on the function as chairperson and what did you bring on board?

'I was immediately excited by what I saw in RNW Media: a young organisation – yet with all these old historical roots in the media – facing complex challenges that require a lot of energy and creativity. I was particularly struck by their goals: the focus and desire to mean something for others and really contribute something to the world. And while idealism is easy to find, it's not always backed by expertise. And this expertise – using media technology to inspire participation – also happens to be my professional focus. Plus, from a supervisory perspective, I find changing organisations very interesting.'

What do you see for RNW Media's future?

'I believe we'll achieve more demonstrable positive social change and in more arenas. RNW Media will only get stronger as it responds to the world's technological, social and political changes.'



09.

Financials 2016 and budget 2017

**2016**

In 2016, a total income of €18,253K was generated, comprising €14,522K from the Ministry of Foreign Affairs and €1,389K from other donors, plus €2,342K in rent from the lease of the building and income from subsidiaries.

The reorganisation which began in 2016 had a major effect on the organisation's finances, firstly because of the redundancy payments agreed with the unions and employees, and secondly because of the investments that were necessary for the successful transition into a new organisation.

The aim to generate a minimum of 25 percent of turnover in addition to the subsidy from the Ministry of Foreign Affairs was not realised in 2016; the proportion achieved was 20 percent.

For dB mediagroep B.V., in which RNW Media has a 75 percent interest, 2016 was a good year. After the company underwent major changes, dB mediagroep B.V. ended the year in profit for the first time in many years.

2017 and beyond

The subsidy awarded by the Ministry of Foreign Affairs in November amounting to more than €34 million for the next four years will enable RNW Media to continue its development into an international NGO for social change, with a tangible impact in its target countries.

The reorganisation that was put into effect in 2016 will also influence the budget in 2017. Apart from the expenditure on the various programmes, the support services and ICT infrastructure will be adjusted to the organisation's new strategy and size, and internal processes will be redesigned. Moreover, budget will be made available for investment in fundraising and business development. The organisation has sufficient reserves available to make this investment. The approved budget for 2017 assumes a negative result of nearly €1 million; the financial outlook for the years 2018-2021 is based on a balanced budget.

The revenues budgeted for 2017 are respectively €9,989K from the Ministry of Foreign Affairs, € 1,698K from other donors, and € 2.532K from other sources. According to the budget, the target of 25 percent other income will be achieved in 2017.

The budget for dB mediagroep B.V. assumes that the company will make a profit this year.

Risk management:

In 2016, close attention was paid to the risks faced by the organisation and its staff and partners. The risks, and the way in which they are managed, were compiled into a risk management matrix. The various risks were regularly

discussed and evaluated by the management. Where necessary, external parties are called in to provide assistance and input for risk management and limitation. Examples include personal safety when travelling, and digital security both for RNW Media's staff and partners and for the users of its platforms.

A copy of the certified English translation of the financial statements accompanying the 2016 annual report can be downloaded here. The independent auditors report, signed by Ernst and Young accountants LLP can be send upon request.

**Results****2016**

In RNW Media's Annual Report for 2016, we presented a variety of specific results. In this section we present a more systematic overview of how our plans for 2016 line up with the year's actual results. For more information on the various projects, please consult the larger report.

[Download the Logical Framework 2016](#)

[Notes on the Logical Framework 2016](#)

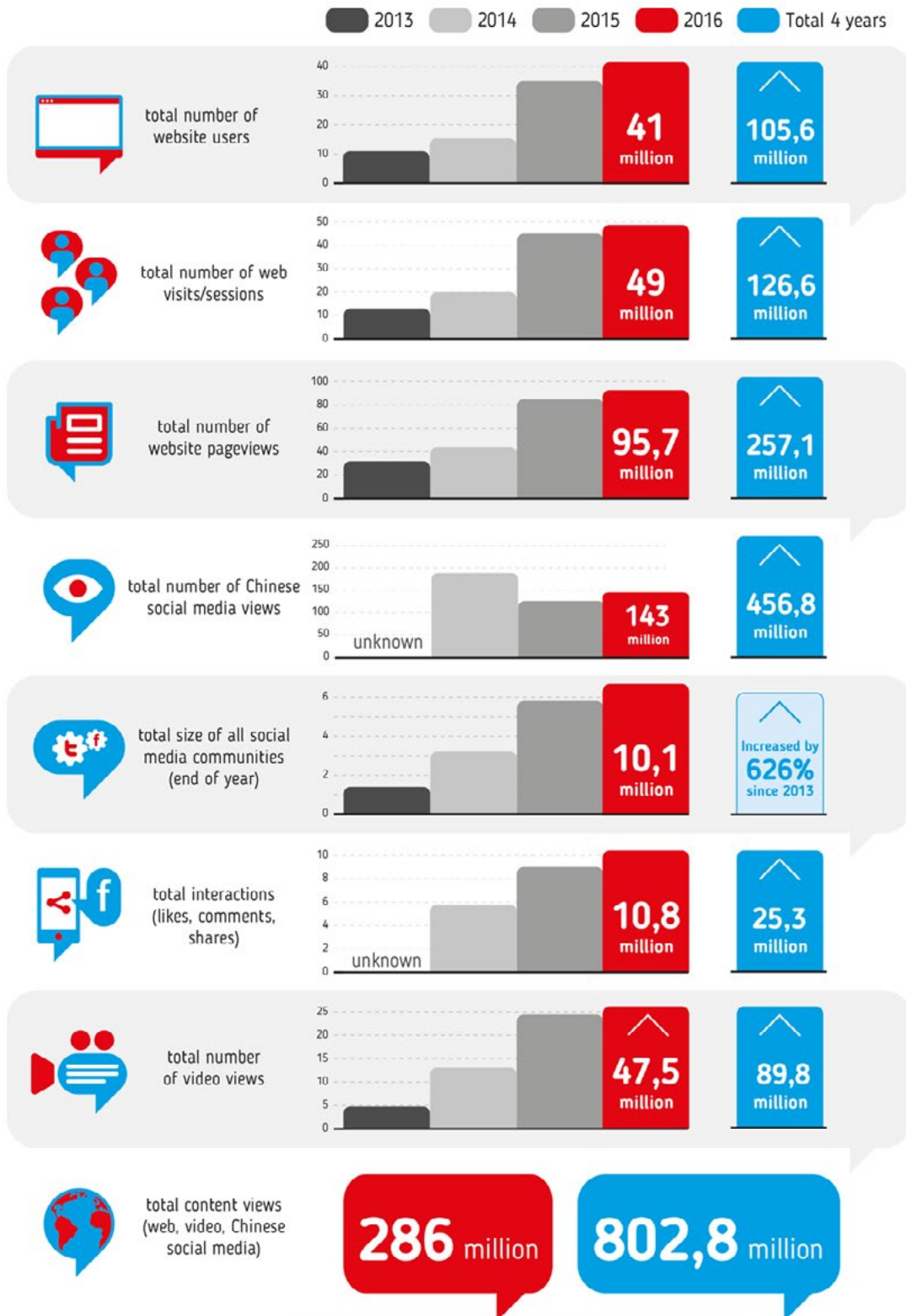
[Targets Annual Plan 2016](#)

2013 - 2016

Over four years, RNW Media's Freedom of Speech programme fulfilled its main targets, as it moved from online to social media – and onwards to massive growth of reach. The programme also shifted from one-way journalism to dialogue and collaboration with local partners and young people. Now in an increasingly 'post-truth' world, RNW Media is even more determined to apply its accumulated expertise to its new direction of impacting social change through young people.

Annual figures

media



In these figures RNW Media's extensive viral reach and (re)distribution through local media partners are not included.