

A photograph of two women smiling and standing in front of a thatched roof structure. The woman on the left has long dark hair and is wearing a striped shirt under a black vest, holding a brown clutch bag. The woman on the right has short dark hair and is wearing a yellow and blue patterned top. The background shows a rustic building with a thatched roof and some interior details.

* VIKES

**Promoting People's Right to
Information and Freedom
of Expression with Free and
Pluralistic Media**

VIKES DEVELOPMENT COOPERATION PROGRAMME 2022-2025

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List of Acronyms and Abbreviations

2030 Agenda = United Nations' Agenda for Sustainable Development

CIJ = Centre for Investigative Journalism in Nepal

COMNETU = Community Media Network Uganda

CSO = Civil Society Organisation

DTM = Development Through Media, Kenya

Felm = The agency of the Evangelical Lutheran Church of Finland for its international work

FESOJ = Federation of Somali Journalists

Fingo = Finnish Development NGOs

ForoCAP = El Foro Centroamericano de Periodismo

GFMD = Global Forum for Media Development

ICFJ = International Center for Journalists

IFEX = The Global Network for Defending and Promoting Free Expression

IREX = International Research & Exchanges Board

IMS = International Media Support

INGO = International Non-Governmental Organisation

KIOS = Finnish NGO Foundation for Human Rights

LDC = Least Developed Country

MCT = Media Council of Tanzania

MISA Tanzania = Media Institute of Southern Africa – Tanzania chapter

MFA = Ministry for Foreign Affairs of Finland

PCIN = Periodistas y Comunicadores Independientes de Nicaragua

PMEL = Planning, Monitoring, Evaluation and Learning

PSEAH = Preventing Sexual Exploitation, Abuse and Harassment

RSF = Reporters sans frontières / Reporters Without Borders

SDG = Sustainable Development Goals

SHIVYAWATA = Shirikisho la Vyama vya Watu Wenye Ulemavu Tanzania / Tanzania Federation of Disabled People's Organizations

SNTV = Somali National Television

TADIO = Tanzania Development Information Organization

TAMWA = Tanzania Women's Media Association

UNESCO = United Nations Educational, Scientific and Cultural Organization

Vikes = Viestintä ja kehitys -säätiö / The Finnish Foundation for Media and Development

YLE = Finnish Broadcasting Company

Summary

The Finnish Foundation for Media and Development (Vikes) is a journalists' solidarity organisation devoted to strengthening democracy and active civil society by supporting freedom of expression, quality journalism and pluralistic media around the world. Vikes is the only Finnish development cooperation organisation specialized in freedom of expression and media. In Finland, it has a unique role of reaching media through global education and communications.

This is the first development cooperation programme of Vikes, and during the period 2022–2025 programmatic approach and processes, as well as joint learning will be further developed. Vikes will be operating in Myanmar, Nepal, Tanzania, Kenya, Uganda, Somalia, Central America, and Finland.

The main outcomes of the programme are:

1. Media organisations provide diverse and inclusive reporting and quality journalism that reach wider audiences, including marginalized groups.
2. Gender equality is mainstreamed in the policies and practices of media houses.
3. Journalist unions, media associations and independent media have a strengthened role in civil society and better capacity to support their members and media personnel, interconnect the media sector, support quality journalism, and to successfully advocate for the freedom of expression.
4. Vikes and Finnish media professionals supported by Vikes increase the understanding among the audience on freedom of expression, and provide new perspectives on sustainable development, developing countries and development cooperation.

The programme will directly support thousands of journalists and media professionals, men and women, and millions of people will benefit from improved access to quality media content.

The programme is in line with the UN 2030 Agenda, and it contributes to several Sustainable Development Goals. It also has many synergies with Finland's development policy: by educating media workers, supporting independent media, providing access to information, and giving voice to marginalized groups the programme contributes to the development of well-functioning societies and democracy.

1. Introduction

This is the first development cooperation programme of Vikes. It includes development cooperation projects implemented by and with partners in the global South, global education projects and activities implemented in Finland, as well as advocacy and communications of Vikes.

1.1 Vikes and the Way It Works

The Finnish Foundation for Media and Development (known by its Finnish acronym Vikes) is a journalists' solidarity organisation devoted to strengthening democracy and active civil society by supporting freedom of expression, quality journalism and media diversity around the world. Its collaborating organisations include 27 Finnish journalists' associations and other media organisations.

Vikes is the only Finnish development cooperation organisation specialized in freedom of expression and media. Through Vikes, Finnish journalists support their colleagues in other countries and form equal, cooperative relationships for mutual learning. The partners in developing countries include media associations, journalist unions, independent media and civil society organisations (CSOs). The direct beneficiaries are always journalists and media professionals who have the power to make sure that also the voiceless will be heard in public discussion.

Since its establishment in 2004, Vikes has gained experience of development cooperation projects in 20 countries. The projects have included, among other things, training of journalists and media students, support to newly formed journalist unions as well as support to independent media and investigative reporting. Acknowledged results include the increased professional skills and self-esteem of thousands of journalists in developing countries, the establishment of the first school for filmmakers in Myanmar, the consolidation of environmental journalism in Nigeria, and peer support for independent medias threatened by authoritarian regimes in Central America. Learning from the previous work and partnerships, Vikes has become an established CSO with unique experience on media support at grassroot level in developing countries.

In Finland, Vikes has a unique role of reaching media through its global education and communications. Vikes provides training for media professionals and students on sustainable development related reporting and on media pluralism, communicates about the media environment and press freedom challenges in other countries and advocates for the acknowledgement and support for free media.

A strong, independent media is a crucial component of democracy though supporting people's access to accurate information, providing a forum for public debate and holding those in power accountable to the people. However, the media itself needs to be inclusive and pluralistic, reflecting the different aspects and groups within the society. The quality and level of inclusiveness of journalism is closely linked with the state of civil society.

Solving global climate, economic and human rights problems requires that we have critical and expert journalism. Independent, professional media and open communication

networks for citizens contribute to the sustainable development of both civil society and the economy, and thereby to eradicating poverty.

The role of Vikes and its partners is crucial in a world where independence and diversity of media is threatened, and press freedom as well as the civic space are constantly shrinking. Coming from Finland, a country known for being one of the top countries in press freedom, education and democratic freedoms, gives Vikes additional advantage as a partner in media support.

1.2 Strategy and Guiding Principles

The strategy of Vikes guides the foundation's work. Development cooperation is at the core of Vikes, and the key idea is to promote freedom of expression so that Finnish journalists support their foreign colleagues, form equal partnerships and networks and learn from them themselves.

Vision:

Journalists and media actors from different countries work together to promote freedom of expression and the pluralism of media.

Mission:

Vikes works to promote free, critical and quality journalism, especially where freedom of speech is under threat.

The strategy of Vikes is to ensure the continuity of long-term partnerships and development cooperation activities. Programme-based approach is seen as one viable option to sustain the work of Vikes and its partners in a comprehensive and long-term way of working, based on an analysis of where Vikes provides as much added value as possible complementing the work of other actors in the field, and still maintaining strong ownership of the projects in the South.

The ethical principles and values of Vikes that guide all our work and partnerships are stated in the Ethical Code of Conduct.

The ***Ethical Code of Conduct*** of Vikes

1. Vikes promotes pluralism and freedom of speech as the foundation of democracy and societal development. We draw attention to everyone's right to receive information and opinions and we support the responsible exercise of freedom of speech in media and communications.
2. Vikes respects human rights, equality, and equal opportunities. Our activities shall remain free of any discrimination, including discrimination associated with religion, political or other ideology/opinion, conviction, gender, ethnic origin, caste, language, health situation, disability, sexual orientation, gender identity, age, or other personal characteristic.
3. Vikes activities and operations are nonpartisan in regard to ideology, faith, or political views.

4. In development cooperation Vikes operates in areas where freedom of speech needs defenders the most and where cooperation and expertise offered by Vikes are needed. We strive to change the existing unjust or discriminatory attitudes and structures as well as strengthen, in media and thus in societies, the voice of those who face discrimination.

5. Vikes' development cooperation activities are always performed in cooperation with local partners. In the work, we emphasize equal participation and shared learning. The initiative for cooperation usually comes from local actors, and they have the ownership of the projects. Vikes provides its partners with expertise and added value that would not be available for them if they operated alone.

6. Vikes encourages peaceful dialogue and works to promote peace and partnership in communities.

7. Vikes adheres to the principles of good governance. We do not tolerate corruption, malpractice, or criminal conduct in our activities or operation and we require the same from our partners. In our procurement, we strive to make choices that ensure economic, social, and ecological sustainability.

8. Vikes operates in an open and transparent manner, while ensuring that our activities and operations do not compromise the safety or privacy of others.

9. Vikes enforces zero tolerance on sexual abuse, sexual violence, and sexual harassment, as well as on discrimination and abuse of power. We require the same from our partners.

1.3 Human Rights-Based Approach

The programme is built on a human rights-based approach. The ultimate goal of the programme is to improve access to information, freedom of media and freedom of expression of people in the operating countries by strengthening the role of independent media and civil society. A free media is a key element in ensuring transparency of decision-making and for holding governments accountable.

Human rights principles have guided the planning of the programme and are central in the overall goals of Vikes programme, thereby making it **human rights progressive**.

Vikes and its partners strive to be **human rights transformative**, aiming at structural changes in media laws and practices of media houses. Some outcomes and outputs can already be seen as transformative, such as strengthening the capacity of partners in advocacy, campaigning and collaboration with the management of media houses. However, the operating environment in the most authoritarian countries is a big challenge for truly transformative action and cooperation with duty-bearers especially at state level.

A big component in the Vikes programme is to promote gender equality and to address the root causes of gender-based discrimination in customs, norms and practices in the host countries. The programme aims at changing societal structures that restrict women's opportunities and possibilities to work in a profession that is visible and respected, and

determined action is taken in capacity building and advocacy. Therefore, the programme can be considered **gender transformative**.

The programme is founded on the policy of Leave No One Behind. The programme actively seeks to reduce discrimination towards ethnic minorities and persons with disabilities. Special attention will be given to transparency, equality monitoring and engaging minorities into project activities, including all capacity building.

Rights-holders

Journalists and media professionals
Women and men working in the newsrooms and partner organisations
Media students
Ethnic minorities and communities, low income and rural citizens, disabled, indigenous, and ageing population who participate in the programme as stakeholders and as target audiences
Citizens in the programme countries and in the diaspora with the right to information and freedom of expression

Duty-bearers

Management of media houses
National and local governments
Civil servants

The human rights-based approach in Vikes programme is described in more detail in Appendix 7.

1.4 Strengthening of Civil Society

The programme strengthens civil society in three ways: first of all, directly by supporting local ownership and improving the capacity and sustainability of Vikes partners, i.e. independent media, journalist unions and media organisations, which can all be seen as important civil society actors as such.

Secondly, the programme strengthens synergies between Vikes partners and other civil society actors by supporting networking and mutual learning among journalists, media organisations and CSOs at national, regional and even global level. By coming together, civil society also has a stronger voice advocating and campaigning for fundamental freedoms and civic space.

Thirdly, independent media serve the rest of the civil society by increasing citizens' access to information and by ensuring that also the underrepresented groups will be given voice in public discussion through the media. Access to information and the freedom to speak out and participate in the public discussion are preconditions for a vibrant civil society and a functioning democracy. Without information, citizens are not able to hold decision-makers and duty-bearers accountable.

Vikes operates primarily in countries and regions where freedom of speech requires defenders the most. Freedom of expression is one of the fundamental freedoms a civil

society needs, and also one key element monitored about civic space¹. The programme promotes free media and freedom of expression, and strengthens the capacity of partners to advocate for and defend these fundamental freedoms, thus contributing to ensuring an enabling environment for civil society.

1.5 Planning Process of the First Programme of Vikes

This is the first development cooperation programme of Vikes. It can be seen as a transition phase in Vikein in moving from a project-based approach, where projects with different partners are planned and implemented individually, towards a stronger programmatic approach.

In the global programme of Vikes an increasing emphasis will be given on synergies between projects as well as on joint learning and other programme elements. During its first programme period, Vikes will further develop its programmatic approach, related processes and tools.

The programme and its objectives are built on the on-going projects funded by the Ministry for Foreign Affairs of Finland (MFA):

- Empowering rural communities through media, 2021–2024 (Tanzania, Kenya, Uganda)
- Independent Media Support Programme in Central America (phase 3), 2021–2024
- Women in the Media – Towards Gender Equality in Media and Journalism in Nepal and Tanzania 2021–2024
- Freedom of Expression and Democracy as a Prerequisite for Democracy: Study programme for media students, 2021–2022 (global education and communication project in Finland)

All three development cooperation projects have been planned and are implemented with partners in more than one country, and thus, are a small step for Vikes towards a programmatic approach. The media support projects in East Africa and Central America have a regional approach, bringing partners from neighbouring countries together to learn from each other. The Women in the Media project, on the other hand, has a thematic approach and is implemented in cross-continental cooperation with partners from Nepal and Tanzania.

The **East Africa** project Empowering rural communities through media aims to improve and increase the media reporting from rural communities and upcountry settings in general, thereby giving the voice also to the rural populations that have been largely neglected by mainstream media even though they represent the majority of the population in all three target countries of the project.

The project has scaled to Kenya and Uganda only in 2021, and the partnerships with the two local partners are still new. However, with the two partners in Tanzania, Vikes has had

¹ Civicus Monitor: <https://monitor.civicus.org/>

a longer relationship and joint planning processes. The first regional meeting with the partners is planned to take place in late 2021. Support to community radio stations will also be explored in Nicaragua and Honduras closer to the end of the programme period, thereby opening new synergies for a more global approach in the future.

The media support project in **Central America** aims to strengthen the capacity of independent media and civil society, and thereby improve citizens' access to information in El Salvador, Honduras and Nicaragua. The partners form a steering group that has a key role in planning, coordinating and monitoring the project. Follow-up meetings are arranged during the ForoCAP, the most important regional event for journalists in Central America, organised annually by Vikes partner El Faro. The previous phase of the project in Central America was evaluated in early 2020, and the recommendations fed into the project plan for phase 3. The project will have its exit phase by the end of 2024. Thus, a new project in the region, starting in 2025, will be planned based on country analysis, evaluations and discussions with the current and potential new partners.

Studies conducted during the first phase of the **Women in the Media** project exploring women's status in the media in Nepal and Tanzania clearly revealed that achieving gender equality in the media sector requires structural changes in the newsrooms. These changes are now targeted by influencing media managers and gatekeepers (e.g. managing editors) and by enhancing gender equality through in-house training in media houses. There is a strong ownership over the project as well as deepened cooperation relationship between all main partners after the first joint planning workshop in Arusha in March 2020.

In **Finland**, Vikes continues to implement the jointly planned global education project together with the online news service Maailma.net and two universities of applied sciences. The current project is based on the experience and lessons learned from the previous project, also together with Maailma.net.

Additional needs and priorities as well as the continuation of the projects until the end of the programme period will be considered and planned based on annual reviews and the evaluations to be conducted in 2022 and early 2024.

The summaries of the ongoing projects are found in Appendix 9.

In **Somalia**, Vikes continues the Support project for freedom of expression, journalism and public service broadcasting in Somalia, funded by MFA, until the end of 2021, or possibly with transferred assistance until 2022. The EU-funded project Better journalism through increased professionalism of Somali media ended in 2020, and has been evaluated by an external team in the spring of 2021.

The recommendations of the evaluation, as well as the own assessment of Vikes, suggest to continue supporting the Federation of Journalists in Somalia (FESOJ) in order to strengthen its capacity as a trade union for journalists and other media workers, advocating for proper labour rights of media workers in the country. The evaluation also recommends to provide female mentors and incentives for women in the media for a more proactive peer-to-peer engagement.

At Somali National Television (SNTV), further training is considered to be arranged in order to support the production of the newly launched and awarded children's programme, following the model of Hajbo, the Swedish-language children and youth programme at Yle, the Finnish Broadcasting Company.

In **Myanmar**, the long-term partnership with Yangon Film School has entered the exit phase, and the project Yangon Film School – Advanced Filmmaking Courses will be finalised after 2021. However, due to the recent military coup in Myanmar, the board of Vikes decided to strive to support the school, with a financially lower level, through the democratic crisis. Plans to support innovative extra-curricular courses for the young filmmakers have been discussed with the representatives of the school, and these will be planned in detail during the first year of the programme.

COVID-19 pandemic has resulted in reduced travelling to project countries and face-to-face meetings with the partners. However, regular online discussions have enabled the local partners to participate in the planning process of the programme. Partners have been consulted especially on their new initiatives, the applicability of the suggested project cycle and their willingness for joint activities.

The executive director and Vikes staff have had the primary responsibility for planning and writing the programme. The programme planning process started in mid-2020 with a joint workshop with the Vikes board and staff. The board has provided directions guiding the planning, including decisions on the budget frame, programme countries and priority areas of work.

FIANT Consulting has assisted Vikes in developing the planning, monitoring, evaluation and learning (PMEL) processes for the organisation and programme.

2. Rationale and Context of the Programme

2.1 Operating Environment for Media and Civil Society

The state of democracy, press freedom and civic space has been declining globally for the past years. For example, Freedom House has reported² on 15 consecutive years of decline in global freedom. The World Press Freedom Index³ published annually by Reporters Without Borders (RSF) shows a global trend of increasing threats to right to freely reported, independent, diverse and reliable information.

According to the Civicus Monitor⁴, in 2020, only 12.7% of people around the world lived in countries with an open or narrowed civic space rating, a significant decline from the 17.6% who did so in 2019. The top violations include censorship, attacks on journalists and restrictive laws – all of these experienced also by many of Vikes partners.

Reporters in Vikes partner countries are usually young and with low level of skills, partly due to lack of academic or vocational training. Media companies even in the mainstream media often have poor business models and insufficient resources for equipment or even staff salaries. Media ownership is very concentrated in most partner countries, resulting in many important stories remaining unreported due to vested interests by the media owners, advertisers or key politicians.

Media workers are often unorganised, and their labour unions or other journalist associations lack resources to advocate for proper pay and decent working conditions in the media sector. Journalists in many countries are not aware of their labour rights and often fall victim to exploitation and corruption. Salaries are poor and many times left unpaid by the employers, resulting in unethical and biased reporting. In order to survive, some journalists tend to accept or ask for bribes, or brown envelopes, as a compensation for giving airtime or reporting favourably.

Female journalists often face additional harassment, threats and restrictions, including gender-based violence. According to a recent global survey⁵ by UNESCO and the International Center for Journalists (ICFJ), 73% of women journalists who responded had experienced online violence in the course of their work. 25% had received threats of physical violence, while 18% of them had been threatened with sexual violence.

Despite the growth of women working in the media sector, the structural gender-discrimination prevails in the newsrooms. In addition, the media industry has also played a direct role in maintaining inequality by excluding women's voices, stories and opinions in content and using language which stereotypes women. While women represent more than half of the world's population, they are on average seen, heard and read in the media only 25% of the time.⁶

² <https://freedomhouse.org/report/freedom-world/2021/democracy-under-siege>

³ <https://rsf.org/en/ranking>

⁴ <https://findings2020.monitor.civicus.org/downward-spiral.html>

⁵ <https://en.unesco.org/themes/safety-journalists/women-journalists/global-survey-results>

⁶ Women in News, Amplifying Women's Voices 2020

Media reporting is also very urban-based and elitist, neglecting developments and everyday challenges in rural and remote communities.

Meanwhile, the whole media industry has been struggling because of digitization, the fast growth of social media, and shrinking income from both sales and advertisements. The print media have faced the biggest difficulties with many newspapers forced to close down or concentrate on their online editions only. Television has lost its position as the most authoritative media, since especially young people find their preferred media content rather online via social media channels through their smartphones. Local radio stations and especially community radio stations are still widely listened to among rural people.

The COVID-19 pandemic has exacerbated the repression of fundamental freedoms and challenges for independent media in many countries. Besides restrictions and harassment directly affecting media and civil society, waves of false and misleading information, generated deliberately or by rumours in the absence of factual data, obscure the role of reliable reporting and trust in media. COVID-19 has made investing in fact-checking and the ability to produce high quality journalism even more important.

The importance of freedom of expression as a fundamental human right needs attention more than ever, and support for journalists and associated media personnel is indispensable. The media play an important role in covering the topic of human rights and fundamental freedoms, exposing injustices and holding decision-makers accountable.

Media freedom, freedom of expression and the state of civil society are deteriorating also in Europe. While Finland scores high in the World Press Freedom Index, the global phenomenon of abuse of the freedom of speech in the social media prevails in the form of hate speech, stalking and targeting of journalists and many other professionals, with the purpose of silencing them.

2.2 Programme Countries

In development cooperation, Vikes operates primarily in countries and regions where freedom of speech requires defenders the most and where cooperation and expertise offered by Vikes are needed and feasible. These countries are difficult for independent media, and belong for the most part to the fragile and least developed states. At the same time, the selection of project sites is based on perseverance and Vikes expertise. Strategic partners are also selected from other lower middle-income countries when they bring added value through regional cooperation.

During the programme period 2022–2025, Vikes operates in these countries and regions:

Asia:	Myanmar, Nepal
East Africa:	Tanzania, Kenya, Uganda, Somalia
Central America:	Nicaragua, El Salvador

During the programme period, Vikes will also support journalists in Honduras and Guatemala through the regional approach in Central America. Vikes will assess possibilities to exit from some of the countries at the end of the programme period.

Table 1. Vikes Programme countries 2022-2025

Country	OECD/DAC ⁷	Fragile ⁸	Press Freedom ⁹	Civic space ¹⁰	Finland's partners	Other remarks
Myanmar	LDC	alert	bad	repressed	X	Military coup in 2021
Nepal	LDC	warning	problematic	obstructed	X	Prone to natural disasters
Tanzania	LDC	warning	bad	repressed	X	The influence of the new president remains to be seen
Kenya	LMIC	alert	problematic	obstructed	X	Regionally strategic
Uganda	LDC	alert	bad	repressed		Numerous rights violations reported around the elections in 2021
Somalia	LDC	alert	very bad	repressed	X	High-risk area
Nicaragua	LMIC	warning	bad	repressed		Several new laws to restrict media and civil society
El Salvador	LMIC	warning	problematic	obstructed		Regionally strategic to reach journalists in Honduras and Guatemala
Honduras	LMIC	warning	bad	repressed		Regional cooperation
Guatemala	LMIC	warning	bad	obstructed		Regional cooperation

⁷ OECD/DAC DAC List of ODA Recipients. Effective for reporting on 2021 flows.<https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/dac-list.htm>⁸ Fragile States Index 2020: <https://fragilestatesindex.org/>⁹ 2021 World Press Freedom Index: <https://rsf.org/en/ranking#>¹⁰ Civicus Monitor: <https://monitor.civicus.org/>

All the programme countries remain challenging for media related development cooperation, requiring well-planned strategies for activities and reliable partners. In recent years, outspoken journalists have been arrested, threatened, forced into exile, or even killed. This has been the case in the East African countries, in Central America and also in Myanmar, often resulting in self-censorship and avoiding reporting about too delicate matters, or investigative journalism. The media sector and journalists lack skills and resources for capacity building, media productions, and advocacy to defend media workers' rights and press freedom.

Besides restricted environment for media and civil society, corruption and impunity persist, and discrimination based on gender, sexuality, race, class, religion and ethnicity is common. Access to decision-making, basic services and economic opportunities continue to be unequal. Most of the programme countries belong to the countries most likely to be affected by climate change and with low coping capacity.¹¹

Myanmar had shown small steps on its democratic path. However, the military coup in February 2021 turned the clock. Even before the coup, journalists and media personnel continued to be subject to restrictions, harassment and arrests. The legislation has restricted access to information and has been easily used to suppress public debate and punish those who criticise the government. Besides actual censorship, self-censoring is common. The military junta has used internet shutdowns as a means to control the media and civil society, and several newspapers have been closed. In the World Press Freedom Index, Myanmar is 140th out of 180 countries ranked in 2021.

Nepal has witnessed significant progress in restoring democracy since 2008 and responding to the earthquake in 2015. Civil society has played an important role in rebuilding the country. Still, the dialogue between the state and civil society remains irregular and at the behest of the state. Corruption and impunity persist and revealing corruption may prove to be dangerous. Additionally, covering elections and demonstrations is dangerous for journalists. In recent years, public concerns over harassment of journalists have been raised. Nepal's civil society has also raised concerns over further attempts to impose new restrictions on the work of CSOs and the media. As a result, Nepal has dropped several positions in the World Press Freedom Index, ranking now 106th out of 180 countries measured in 2021.

In **Tanzania, Kenya and Uganda**, recent developments regarding the freedom of expression have been worrying. New laws and regulations have been enacted allowing authorities to control and censor media and issue heavy sentences for alleged violations of the laws. Critical journalists have been threatened, attacked and arrested in Tanzania and Uganda. Several newspapers have been banned or threatened with closure. The shrinking space for freedom of expression has also affected opposition politicians, CSOs, human rights activists, lawyers, religious leaders, musicians and cartoonists. In all three countries, most people live in rural communities that are almost totally neglected by the urban-based mainstream media. However, restrictive government action has so far not affected community media. It is too early to say whether the new president in Tanzania will change the trend.

¹¹ <https://reliefweb.int/report/world/global-climate-risk-index-2021>

Somalia is still recovering from more than 20 years of civil war, which left the country without a functional government and has put it close to the top of the index of failed states. With support from the international community, the Somali government is trying to return administration, peace and order to the country. The failure to reach an agreement about the planned elections resulted in an armed conflict taking place in Mogadishu in April 2021 between military units divided on clan basis. Somali media is wide and viable, but suffers from a general lack of professionalism and respect of journalism ethics, partly due to poor salaries and harsh working conditions. In the World Press Freedom Index 2021, Somalia was ranked 161 out of 180 nations. It is one of the most dangerous countries for media professionals, and few journalists are well prepared to avoid security risks in their work. Many journalists are also unaware of risks they might cause themselves by biased or unethical reporting. Security officers are also not well aware of media rights, often resulting in unnecessary and wrongful arrests of journalists.

Central America is one of the worst areas to be a journalist. Constant threats, harassment, violence and discrediting is what the journalists in Nicaragua, Honduras, El Salvador and Guatemala face today simply because of questioning and investigating corruption and the administration of finances by those in power. The level of gender-based violence against women journalists is very high. This leads not only to censorship but also to self-censorship. Especially in Nicaragua, independent media and civil society are controlled by strict legislation, including laws such as the so called Foreign Agents Law, controlling the funding from abroad. Many independent journalists have been forced into exile or to abandon their activities as journalists. All this makes it more difficult for citizens to have access to transparent and objective information. While many international CSOs and donors have left the region, the long-standing presence of Vikes is even more important for the local journalists.

2.3 Partners

The programme is implemented in close cooperation with local partners. Most of the partners are media organisations, independent media and journalist unions with whom Vikes has worked for several years. The partners have the main responsibility of planning and implementing the project activities and collecting the monitoring data in their respective countries.

Partners have a strong ownership of the projects. As media professionals, the partners will also be responsible for communicating about the project, its results and the core themes of freedom of expression, democracy, discrimination and sustainable development to their own stakeholders and diverse audiences in their countries, taking into account the local context.

The role of Vikes is to support the partners with both the programmatic as well as administrative implementation of the project. Vikes and Finnish media professionals will also provide technical expertise and peer support. Capacity building of each partner, based on their own needs, is built in the programme as well.

The expertise of different partners contributes to the projects and also to the programme as a whole. For example, different aspects of sustainable development are highlighted and

information spread to the public via the specific expertise of different partners: Centro Humboldt on environmental reporting, CIJ on investigative journalism, the East African partners giving voice to rural communities, and Yangon Film School producing diverse documentaries – all these support sustainable development and democracy from valuable viewpoints.

The programme includes a specific component for sharing and learning at regional and global level, especially on project management and cross-cutting objectives.

Table 2. Confirmed development cooperation partners during the programme period

Partner	Country	Project
Centre for Investigative Journalism – CIJ	Nepal	Women in the Media
Centro Humboldt	Nicaragua	Independent Media Support Programme in Central America
Community Media Network Uganda – COMNETU	Uganda	Empowering rural communities through media
Development Through Media – DTM	Kenya	Empowering rural communities through media
El Faro	El Salvador	Independent Media Support Programme in Central America
Federation of Somali Journalists – FESQJ	Somalia	To be planned in 2022
Media Council of Tanzania – MCT	Tanzania	Women in the Media
Media Institute of Southern Africa, Tanzania Chapter – MISA Tanzania	Tanzania	Women in the Media
Mtukwao Community Media	Tanzania	Empowering rural communities through media

Onda Local	Nicaragua	Independent Media Support Programme in Central America
Periodistas y Comunicadores Independientes de Nicaragua – PCIN (Union of Independent Journalists of Nicaragua)	Nicaragua	Independent Media Support Programme in Central America
Tanzania Development Information Organization – TADIO	Tanzania	Empowering rural communities through media
Tanzania Media Women's Association – TAMWA	Tanzania	Women in the Media
Yangon Film School – YFS	Myanmar	To be planned in 2021-2022

A more detailed description of the partners is in Appendix 10.

In Finland, Vikes will continue implementing the project Freedom of Expression and Democracy as a Prerequisite for Democracy: Study programme for media students in cooperation with the online news service Maailma.net. The project partners are the Turku University of Applied Sciences and the Metropolia University of Applied Sciences in Helsinki.

Vikes will also continue cooperation with the Finnish Red Cross, the Union of Journalists in Finland, and the Helsingin Sanomat Foundation, in granting a joint Award for Development Journalism.

2.4 Beneficiaries

The main beneficiaries of the work of Vikes are always journalists and other media personnel or students of media professions.

The total number of journalists and associated media personnel or students the programme is expected to benefit directly through training and media productions exceeds 3000 by the end of 2025. At least 50 % of them are women. Most of the beneficiaries are young adults.

Thousands of women will benefit from the improved implementation of gender policies in the media.

Several thousands of people, men and women, in the media sector will benefit from the strengthened capacity of 14 partner organisations.

Among the beneficiaries are also **millions of people** within the coverage area of the 50 community radio stations supported in East Africa and as the audience of the independent media supported in the programme countries.

Direct beneficiaries include:

- 140 community radio journalists, men and women, in Tanzania and Uganda and 80 upcountry journalists in Kenya will benefit directly from trainings.
- Hundreds of community radio reporters will benefit from the in-house trainings at the community radio stations across Tanzania and Uganda.
- 180 journalists, representing 30 independent media outlets, will benefit from the strengthened capacity of the Union of Independent Journalists of Nicaragua (PCIN).
- 70 community communicators and journalists in Nicaragua will be trained on reporting about environmental issues.
- Hundreds of independent journalists, editors, producers, journalism experts and civil society actors in Central America will participate in training and networking events, such as the regional forum ForoCAP.
- Over 500 women journalists will get training or mentoring through the Women in the Media project.
- 190 gatekeepers, e.g. editors, subeditors, managing editors, and human resources managers will be trained on gender equality in the media.
- Hundreds of women working in the media sector will be reached through social media campaigning on gender equality in the media, and thousands of women will benefit from the implementation of gender policies and violations reporting systems.
- 65 students will get training in documentary filmmaking and 20 local tutors and other film crew will benefit from mentoring through the support to Yangon Film School.
- Over 50 community radio stations across Tanzania and Uganda will take part in trainings, and publish news content and live stream their broadcasts via the new online radio portals.
- 8 community radio stations in Tanzania and 4 in Nepal will produce programmes on media education and gender equality.
- Duty-bearers who will be brought together with media representatives and CSOs working in the media sector to have joint discussions about press freedom, right to access to information as well as gender equality in the media.

In this programme, special focus is given to women working in the media, including journalists and other female media workers, as well as female journalism students who

either participate in the project activities or are directly reached through media and social media campaigning. Besides the activities targeting women only, also in all other activities gender balance will be applied always when possible.

The programme pays special attention also to empowering young journalists, journalists with disabilities, and media personnel and students from ethnic minorities. For example, female community reporters with disability will be given the opportunity to participate as producers of the programmes.

Another special target group are the rural reporters from community radio stations in Tanzania and Uganda, as well as upcountry reporters in Kenya who receive training and air their programmes through the new online radio platforms. **Among the beneficiaries are millions of people within the coverage area of the community radio stations** in Tanzania and Uganda, and the potentially even wider national and even global audience of the community radio portals and the Kenyan online radio, Radio Baraza.

The programme is expected to benefit the whole media sector in the programme countries. Indirect beneficiaries include also, for example, CSOs and government institutions who will get new channels for sharing information with rural communities and other audiences e.g. on health, civic education, and human rights.

Ultimately, the **programme will benefit millions of people as the audience for** more pluralistic and better quality reporting in the programme countries in general, and also those rural communities and marginalised groups who will get their voices heard.

In Finland, the direct beneficiaries are journalists and other associated media personnel as well as media students. They will gain more knowledge and skills for reporting about sustainable development related issues, and will have a wider perspective for plurality in media. During the programme period, **a total of 400 participants** will benefit from Vikes training and global educational events in Finland.

Indirect beneficiaries are, for example, educational institutions training future journalists and other media professionals, and media houses that will have more pluralistic and inclusive content. In the long run, this will benefit the media audiences.

2.5 Synergies with Other Stakeholders

Vikes is closely connected with most media support initiatives in the programme countries, mainly due to our long experience and long-term partnerships. Vikes has good contacts with other Finnish CSOs in Myanmar, Nepal, Somalia and Tanzania, and coordinates and cooperates with them whenever relevant.

Cooperation with Felm, the agency of the Evangelical Lutheran Church of Finland for its international work, for making use of the new community radio online platform in Tanzania has been piloted already. A series of radio programmes about the coronavirus and how to prevent its spread was jointly produced by Vikes and TADIO in April 2020 with financial support from Felm and aired on Tanzanian community radio stations as podcasts online. In Nepal, Vikes and Felm have formally agreed on exploring opportunities for cooperation.

In Mtwara, Tanzania, Vikes local partner radio station Jamii FM has worked with Sports Development Aid, the local partner of the Finnish CSO Liike, to produce sponsored radio programmes on health education for teenage girls. Joint planning has also been made to promote media activities by persons with disabilities.

Vikes also takes part in the Fingo Powerbank project which supports and encourages the use of technology innovations among Finnish CSOs working in East African countries.

In Somalia, Vikes cooperates with Finn Church Aid and Nose Day Foundation (Nenäpäivä-säätiö), and Vikes is also a member of the Finnish Somalia Network.

Vikes is one of the few Finnish CSOs still in Central America, but cooperation and alliances with other CSOs and INGOs, universities and private media is vibrant. Vikes has worked together with the Central American office of the international development and education organisation IREX since 2018 and has agreed on planning to find synergies in actions in the future. Many participants of the previous projects of Vikes have also benefited from the IREX programmes which aim to strengthen the work of independent media through capacity building. Cooperation continues around SAFE which is IREX's flagship programme to enable media practitioners to work as safely as possible in closed and closing spaces.

In addition, Vikes shares information and coordinates activities regularly with OXFAM International office in Managua, in particular in building the administrative and operational capacity of the Union of Independent Journalists of Nicaragua (PCIN) and supporting the PCIN Observatory of Aggressions to Independent Press Freedom in Nicaragua.

Besides CSOs, Vikes cooperates also with international organisations and embassies. For example, in 2020, UNESCO Tanzania has supported Vikes in the technical development of the Tanzanian community radio online platform. Vikes cooperates and shares information with Finnish embassies in Myanmar, Nepal, Mexico, Kenya, and Tanzania. During the monitoring visits, Vikes staff will visit the embassies to inform about the activities and achieved results, and representatives from the embassies and relevant Finnish projects will be invited to main events of the projects. Vikes also seeks to build linkages between the local media organisations and Finnish embassies.

Other cooperation and networks, including partners in Finland, are described in Chapter 5.3.

2.6 Synergies with Finland's Development Policy and Country Programmes

The main goal of Finland's development policy is to eradicate poverty and reduce inequalities. Independent, professional media and open communication networks for citizens contribute to the sustainable development of both civil society and the economy, and thereby to eradicating poverty.

Vikes programme supports media in some of the poorest and least developed countries. By enabling the media to keep the decision-makers accountable to the people, to produce quality reporting on social, economic and environmental sustainability and by giving voice to marginalised groups, the programme contributes to more equal societies.

Vikes programme contributes to three of the four priority areas of Finnish development policy; primarily on priority **3) Education, well-functioning societies and democracy**. Participatory democracy, good governance and freedom of expression are spelt out in the development policy priorities of Finland. This programme contributes to the priority area by promoting and improving an enabling environment for the media, providing people with better access to information and strengthening the possibilities for civil society and citizens to influence political decision-making, and thus democratic development.

The programme contributes to priority area **1) Strengthening the status and rights of women and girls**, by promoting equal rights for women in the media. Vikes' programme provides women journalists with skills for professional and career development, as well as knowledge and skills to protect themselves from sexual harassment and violence at the workplace. Also, wider groups of women and girls will be reached through community radios, social media campaigns, and produced media content. Men and media managers will be actively engaged as well to act for gender equality.

By working with journalist unions advocating for proper pay and decent working conditions in the media sector, and by enhancing innovations related to information technology, the programme contributes to priority area **2) Improving the economies of developing countries to ensure more jobs, livelihood opportunities and well-being**.

In the same way, and also through the evolving cooperation with the private sector, Vikes programme has synergies with Finland's new **Africa Strategy**.

The programme takes into account the **cross-cutting objectives**, namely gender equality, non-discrimination, the position of people with disabilities, climate resilience and low emission development, as explained in more detail later in chapter 3.3 and Appendix 6.

The project also supports Finland's development goals by bringing the input of media professionals into Finnish development cooperation. Finnish journalists are particularly well placed to further freedom of expression, because Finland is a world leader in press freedom and government transparency.

The programme is in line with the **MFA Guidelines for Civil Society in Development Policy**, contributing to the goal of strengthening civil societies: without an inclusive, pluralistic media, the civil society's possibilities to operate are considerably lower. The guidelines also point out the strength that Finnish civil society has in promoting and facilitating dialogue between the local government and civil society actors. An inclusive and pluralistic media can have a positive, fruitful role in building and promoting this dialogue.

Finally, the programme is in line with the upcoming **MFA Country Programmes for Development Cooperation** in Finland's bilateral partner countries Nepal, Tanzania, Kenya and Somalia.

In Nepal, Vikes programme and the Women in the Media project have synergies especially with impact area 3) Equality and prosperity of all women and girls including those with disability and those in vulnerable positions is enhanced.

In Tanzania, the impact area 1) Inclusive development through active citizenship and its outcomes 1.1. Civic space protected, 1.2. Increased opportunities for women to participate in leadership and 1.3. Increased access to services for people affected by sexual and gender-based violence have many similar goals and approaches as the Vikes programme, and synergies will be looked for proactively.

In Kenya, like in Tanzania, synergies with the country programme can be found, for example, in reaching to the rural communities through local radio stations.

In Somalia, Vikes has strong synergies with the impact area 1) Improved confidence in the state and increased cohesion for a renewed social contract as well as policy dialogue and advocacy promoting for the operational space for independent media and civil society.

In Myanmar, the country programme is on hold due to the military coup in February 2021. Vikes will look for synergies with Finland's development cooperation especially in the areas of supporting democratic development and the enabling environment for media and civil society.

Synergies with 2030 Agenda

The programme contributes to 2030 Agenda and several Sustainable Development Goals (SDG). Solving global economic, social, environmental, and human rights problems requires that we have critical and expert journalism.

Firstly, Vikes programme contributes to SDG 16 which is promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels, and especially target 16.10 which is to ensure public access to information and protect fundamental freedoms, including the right to freedom of expression, in accordance with national legislation and international agreements.

Global education and communications of Vikes contribute to SDG 4.7 which aims to ensure that all the people have the knowledge and skills needed to promote sustainable development, for example through education that values sustainable development and lifestyles, human rights, gender equality, a culture of peace and non-violence, global citizenship, cultural diversity and the role of culture in sustainable development.

Training of journalists and other media professionals and students contributes to SDG 4.4 which is to, by 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

The programme also contributes directly to goal number 5, gender equality, by supporting both individual women journalists as well as societies at large. Through improving women's position in the media, a more pluralistic, versatile and gender-balanced media that covers different aspects of the society is achievable. The programme contributes particularly to the following targets of goal 5:

- 5.1. End all forms of discrimination against all women and girls everywhere

- 5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life
- 5.b. Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

The development of the community radio portals contributes to SDG 9. by supporting technology development and innovation in developing countries.

Finally, the programme contributes to SDG 17 on global partnerships for sustainable development.



3. Objectives of the Programme

3.1 Theory of Change

The theory of change of Vikes programme is explained below in words:

IF Vikes supports and works together with its partners in order to train, network and build the capacity of media professionals, students and media organisations; produce quality and inclusive content for diverse audiences; raise the awareness on sustainable development; and advocate for gender equality in media and freedom of expression as a human right;

THEN it is possible that Vikes partners themselves will have a stronger role in civil society and better capacity to support their members and media professionals, interconnect the media sector, support quality journalism, and to successfully advocate for the freedom of expression;

ALSO media organisations will have improved capacity to produce pluralistic and inclusive reporting and quality journalism; media will provide new perspectives and high-quality reporting on sustainable development; the status of women and gender equality in media will improve; and there will be increased understanding and support for free media and freedom of expression,

THEREFORE journalists and media organisations will have the capacity and enabling environment to provide independent, pluralistic and inclusive high-quality journalism and media content that serve diverse audiences, including the most vulnerable groups; and

FINALLY improve access to information and strengthen freedom of expression, which will contribute to a more equitable, democratic and sustainable development.

The theory of change is illustrated in Appendix 2.

3.2 Expected Results

Below is a comprehensive list of the expected results of the programme, including the long-term development objective of the programme (impact), targeted programme outcomes and outputs, and ways to achieve the results. The results chain and indicators for monitoring are described in the Results Matrix in Appendix 3.

Impact

The long-term objective of the programme is:

Journalists and media organisations have the capacity and enabling environment to provide editorially independent, pluralistic and inclusive quality media content which improves citizen's access to information, strengthens freedom of expression and thereby contributes to a more equitable, democratic and sustainable development.

For development co-operation there are three outcomes and six expected outputs in the programme:

Outcome 1. *Media organisations provide diverse and inclusive reporting and quality journalism that reach wider audiences, including marginalized groups*

Output 1.1. *Journalists and other media professionals have the skills and means to produce quality content that serve diverse audiences, including marginalised groups*

Input for this expected result will come from several projects and partners.

Independent Media Support Programme in Central America provides support for national and regional investigations and journalistic reports, and support for outreach to marginalised groups, including ageing populations, people with disabilities and ethnic minorities.

Women in the Media project in Tanzania and Nepal contributes to the output by providing in-house training for gender-sensitive reporting in media houses, supporting investigative reports focusing on gender equality, and media productions with community radios including women with disabilities, and international online TV production.

In Myanmar, focus will be first to sustain the most important flagship course for documentary filmmaking by **Yangon Film School** during the transition phase in the erratic operating environment due to the military coup in 2021. Later, the school will develop extra-curricular training on educational documentaries and/or TV programmes for children and youth.

Output 1.2. *Community radio stations in East Africa have improved capacity to provide more effective and inclusive reporting from rural communities*

The main input will be the **Empowering rural communities through media project** in Tanzania, Kenya and Uganda supporting more than 50 community radio stations through the creation of new community radio online portals. Via the radio portals, the rural radio stations reach wider audiences outside their on-air coverage areas and thereby also help them with their fundraising. In Kenya, young upcountry journalists are trained and mentored to produce better stories from rural communities, also aired online. Jamii FM community radio in Mtwara, Tanzania, will produce quality radio programmes about women and girls, persons with disabilities, natural gas resource management, and adaptation to climate change. All these programmes are also aired online via the Tanzanian community radio portal, Radio Tadio.

Outcome 2. *Gender equality is mainstreamed in the policies and practices of media houses*

Output 2.1. *Women journalists have improved knowledge, skills and confidence to promote gender equality and to act against gender discrimination and sexual harassment at work*

Output 2.2. *Media houses recognize the key role of gatekeepers as change agents for gender equality, are providing training for their staff and are using gender policy and reporting systems as tools for creating an equal working environment.*

Input for these two expected outputs will come foremost from the **Women in the Media** project with partners from Tanzania and Nepal. Activities supporting output 2.1 include skills and management training targeted at women journalists as well as mentoring, whereas advocacy and campaigning will be integral in achieving output 2.2.

Gender equality is also a cross-cutting objective in the programme and will thereby be promoted in all projects.

Outcome 3. *Journalist unions, media associations and independent media have a strengthened role in civil society and better capacity to support their members and media personnel, interconnect the media sector, support quality journalism, and to successfully advocate for the freedom of expression*

Output 3.1. *Improved organisational capacity, networking and sustainability of partners*

Strengthening the capacity of partners as part of civil society is an integral part of Vikes programme. Therefore, all projects and partnerships will have capacity building activities based on their needs, and thus contribute to output 3.1. Special attention will be paid to the capacity of financial management. Partnerships entering the exit phase will have a capacity building component included in the exit plans in order to support partners in becoming more self-sustained and resilient, and thus, enhance the sustainability of results.

The Independent Media Support Programme in Central America will have a significant input to output 3.1 through its regional and national networking events for journalists, including the ForoCAP in El Salvador, support for the Union of Independent Journalists of Nicaragua (PCIN), support for marketing and fundraising of partners as well as organisational capacity building to increase sustainability. The project will have its exit phase by the end of 2024.

Further support for journalists and independent media in Central America, initially by strengthening the institutional and operational functions and adoption of gender policies of PCIN as well as supporting journalists in Honduras and Guatemala through regional cooperation, will be planned together with partners during the ongoing project in 2022-2024, and a new project may start in 2025.

In Somalia, a new project will be planned together with **the Federation of Somali Journalists** in 2022 and start in 2023. Initially it will focus on strengthening the capacity of the trade union in order to reach concrete improvements in the working conditions and terms of employment in the media sector, paying special attention to the status of women journalists.

Output 3.2. *Systematized planning, monitoring, evaluation and learning processes and pilots enhance sharing and mutual learning among the programme partners at regional and global levels.*

In order to achieve output 3.2, the programmatic approach and a systematic, **harmonized system for planning, monitoring, evaluation and learning (PMEL)** will be developed during the first year of the programme. Partners meetings will be organised annually at regional level, and online meetings globally during the programme. An important goal for these meetings is to inspire and bring new ideas or elements to be tested in implementation. Events serve also for self-analysis and learning from past successes and challenges. Emphasis during this programme period will be on enhancing cooperation and utilizing synergies between partners.

Mutual learning on cross-cutting objectives will be supported, and also the thematic expertise of the partners themselves will be utilised. Activities to achieve specific targets on cross-cutting objectives during the programme period include, for example, the production of practical guidelines and checklists, joint webinars and trainings on cross-cutting issues, consultation on disability issues by Abilis, and pilot to enhance disability inclusion, and a pilot on cross-border reporting on climate change. Cross-cutting objectives in the programme are described later in this chapter.

For global education, communications and advocacy in Finland there is one outcome:

Outcome 4. *Vikes and Finnish media professionals supported by Vikes increase the understanding among the audience on freedom of expression, and provide new perspectives on sustainable development, developing countries and development cooperation.*

Output 4.1. *Journalists, media professionals and media students have increased understanding on sustainable development, freedom of expression in Finland and globally, and the importance of diverse and inclusive media.*

The input for output 4.1 are the **global education** activities of Vikes in Finland. Each year during the programme period, Vikes organises at least one training package, training series or other events on selected themes, i.e. sustainable development, freedom of expression and the press, and media diversity and inclusion, for both journalists and media personnel already in working life and students in the field. The implementing partners for global education are selected based on the expertise needed; they can be for example educational institutions, media houses, research institutions and think tanks, or CSOs working in the field of development cooperation, education, human rights or diversity issues.

In 2022, the on-going project Freedom of expression and democracy as a prerequisite for democracy: Study programme for media students will be implemented in cooperation with Maailma.net, the Turku University of Applied Sciences and the Metropolia University of Applied Sciences in Helsinki.

Output 4.2. *Finnish journalists and media professionals utilize the communication material and participation opportunities provided by Vikes and are inspired to create media content on global development issues in a diverse way*

Vikes **development communication and journalism** are the input for output 4.2. Media relations will be systematized during the programme period, and thereby the messages will be disseminated to a wider audience. Vikes produces its own key content on press freedom and the challenges of media in the programme countries, which is targeted at broader audiences through search engine optimisation and marketing.

The annual Award for Development Journalism raises the prestige and visibility of Finnish development journalism and communication and stimulates discussion about high-quality journalism dealing with global issues.

Vikes will introduce a travel grant for volunteer journalists during the programme period, contributing to both output 4.2. and 4.3. Volunteers are expected to provide both communicative content of the development results of the programme to Vikes channels and journalistic content to other media.

Output 4.3. *Media professionals, students, development actors and the general public receive high-quality and diverse information about Vikes programme, its results, and partners.*

Programme communication will provide input for output 4.3. The programme and its results will be featured in articles on the Vikes website, social media and email newsletter. Stories, photos and videos tell Vikes followers about the results of the programme, and they also introduce Vikes partners and journalists from programme countries to the Finnish public. Feature stories and interviews will also be suggested to Finnish media, especially when partners visit Finland.

In addition, one major communication effort or campaign will be implemented each year of the programme, such as a website renewal or an annex of development journalism for the Journalisti magazine.

Output 4.4. *The expertise of Vikes has contributed to stronger acknowledgement and support to freedom of expression, independent media and development communications as part of Finland's development policy*

The advocacy work of Vikes is strengthened during the programme period, including organising discussions and events, meeting with key officials and policy makers, issuing statements and actively participating in the preparation of policy papers. Synergies with other development actors, CSOs and media organisations will be sought to amplify the key messages.

Vikes aims to ensure that decision-makers, such as politicians and civil servants, value human rights, freedom of expression, free media, development communication and development journalism, and that these issues are reflected in

Finland's development policy.

Vikes participates in the campaigns and statements of international media networks and also enables its partners from the Global South to participate in international discussions whenever possible.

The action plan for global education, communications and advocacy in Finland is described in detail in Appendix 8.

3.3 Cross-Cutting Objectives

Vikes is committed to the cross-cutting objectives of **gender equality, non-discrimination, climate resilience and low emission development**, and integrates them to the results management system of the programme with focus on joint learning and capacity building. All the cross-cutting objectives are **mainstreamed** in the Vikes programme, and the **do no harm principle** applied as the minimum level. However, there are also **targeted actions** for each objective.

Vikes has identified certain capacity gaps which have been turned into learning and capacity building targets for the programme 2022–2025.

- The overall target is that by 2025 Vikes has developed a **cross-cutting goals checklist** for planning and estimating the effect of planned activities on gender equality, non-discrimination including disability inclusion, low emission development, and climate resilience.

The objective on **gender equality** is most visible in the programme, as outcome 2 specifically aims at improving the situation of women in the media. However, gender equality is enhanced throughout the programme by, for example, encouraging the participation of women in project activities and management, and supporting gender-sensitive reporting.

For increasing capacity on gender equality, Vikes has set the following targets for 2022–2025:

1. Vikes has its own **gender-policy** that is mainstreamed to all activities by 2025.
2. Vikes has discussed the **PSEAH guidelines** through with each partner.
3. Vikes has **mapped at least one LGBTI rights organisation** from each region, and has discussed potential cooperation with them.

Vikes has already prepared its own guidelines for preventing sexual exploitation, abuse and harassment (PSEAH, available in Finnish in Appendix 11), and the plan will be translated in 2021.

Equality and non-discrimination are cross-cutting values throughout the programme. Any discrimination based on gender, disability, age, ethnicity, sexual orientation, caste,

religion or opinion will not be tolerated during the project. On the contrary, special attention will be given to engaging minorities and vulnerable groups into project activities, providing voice for them in the media as well as serving them as an audience. Relevant sensitive and non-discriminative tools for monitoring as well as good practices for handling experienced discrimination will be searched and applied.

For increasing capacity on non-discrimination, Vikes has set the following target for 2022–2025:

1. The capacity of Vikes on **intersectional approach** is strengthened through training.

Persons with disabilities will be provided access and encouraged to participate in the project activities whenever feasible. In part of the projects, community radios and independent media will produce quality programmes about the rights and special concerns of persons with disabilities. Local disabled journalists will also be invited to produce media content.

Vikes will begin to systematically develop its capacity on disability inclusion during the programme period with the following targets for 2022–2025:

1. The **capacity of Vikes and partners on disability inclusion is increased** through training.
2. Vikes has **implemented a pilot with Abilis** either in Nepal, Myanmar or in Tanzania.
3. Vikes has developed and integrated **disability in data collection**.
4. Vikes has **mapped at least one local disability organisation** from each programme country and **has discussed potential cooperation**.
5. All **training events are accessible** by 2025.
6. All **communication by Vikes will be accessible** to all.

The programme itself is not believed to be particularly vulnerable to risks arising from **climate change** even though most of the programme countries belong to the poor countries most likely to be affected by the changing weather conditions and with low coping capacity. According to the Global Climate Risk Index 2021¹², Myanmar and Nepal are among the 10 most affected countries during the last two decades, and Central America has a high risk due to tropical hurricanes. Naturally, the impact of climate change on the whole society and economy also affect the work of the partners. Climate change is in the end a human rights issue.

On the other hand, media and civil society have an important role to play in providing information on the phenomenon and ways to adapt to the changing environment. This way the programme will be able to contribute to strengthening **climate resilience**. From

¹² <https://reliefweb.int/report/world/global-climate-risk-index-2021>

the programme partners, Centro Humboldt in Nicaragua is an environmental CSO and has special expertise that can be used at programme level as well.

For increasing capacity on climate resilience, Vikes has set the following target for 2022–2025:

1. **The capacity of Vikes and partners on climate justice is increased** through training and sharing of experiences among partners.
2. Vikes has, in cooperation with selected partners, **implemented a pilot on international cross-border climate journalism.**

Regarding **low emission development**, air travel, and traveling in general, is the biggest source of carbon emissions in the programme. With programme partners and activities on four continents, traveling is unavoidable. Emissions caused by traveling will be minimized by preferring fewer and direct flights, combining travels instead of traveling back and forth, as well as organising online meetings and webinars for learning, training, and monitoring. When energy solutions are needed, solar power will be preferred.

During the programme Vikes will start the organisational low emission development by screening and mitigating the effects of its own actions. The target for low emission development for 2022–2025 is that

1. Vikes has **screened its carbon footprint** by using the Hiilifiksi järjestö tool, and has **developed a plan to minimize carbon emissions** and mitigate the effects starting in 2025.

The approach and actions to achieve the cross-cutting objectives in Vikes programme are described in detail in Appendix 6.

4. Programme Implementation

4.1 Programme Cycle

The first programme period can be seen as a **transition phase** in Vikes in moving from a project approach, where projects with different partners are planned and implemented individually, towards a stronger programmatic approach, where Vikes global programme will besides resourcing also guide the focusing of different programme elements and where an increasing emphasis will be given on synergies between and joint learning from projects and other programme elements.

During its first programme period Vikes will further develop its programme approach, as well as related processes and tools.

The key elements of **planning, monitoring, evaluation, and learning (PMEL)** in Vikes programme are described below at programme and annual levels. A detailed description of the PMEL processes and programme cycle is provided in Appendix 12.

The **planning** of the first programme period has been described earlier in Chapter 1.5. The programme cycle for years 2022–2025 will start with an **inception phase** during which the programme and project management and coordination structures will be established, baseline data will be collected, and plans will be finalized. In the first Vikes programme the inception phase will cover the first half of year 1.

New projects in Somalia and Myanmar will be planned during the first year of the programme to complement the ongoing projects.

The programme will be **monitored on a continuous** basis as part of the annual programme cycle, and adjustments to the programme and projects are made as necessary based on the analysis of monitoring data during programme implementation.

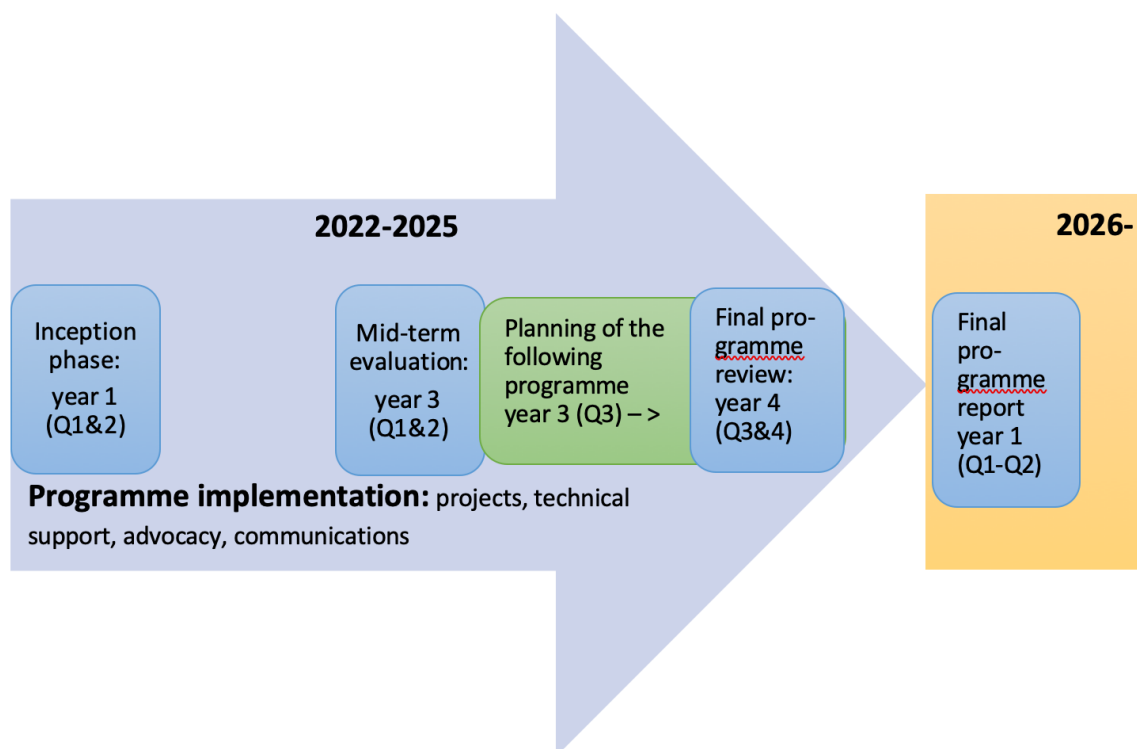
A programme level mid-term evaluation will be conducted by an external evaluator during the first half of year 3 (2024). It will provide more comprehensive guidance on adjustments to be made to the ongoing programme for the remaining period. The adjustments will be integrated into the programme and project plans based on a management response to the mid-term evaluation recommendations.

The mid-term evaluation will be conducted in line with the OECD/DAC evaluation criteria. Besides the accountability purpose, its main aim is to provide learning and guidance to the further development of the Vikes programme and especially the planning of the following programme. The evaluation will be linked to the project level evaluations planned for the beginning of year 3. The focus and evaluation questions of the programme level mid-term evaluation will be taken into consideration in the Terms of Reference of the project level evaluations.

The mid-term evaluation and analysis of its results that will contribute to the planning of the following programme are seen as the main activity for involving partner organisations in the global programme development and increasing their ownership of the programme.

By the end of the programme, an **internal final review** involving Vikes staff and board, key partners, as well as other relevant stakeholders will be conducted following a participatory approach to collect and analyse good practices and lessons learnt from the implemented program. The review will focus on selected OECD-DAC evaluation criteria, but also on other aspects relevant to Vikes programme.

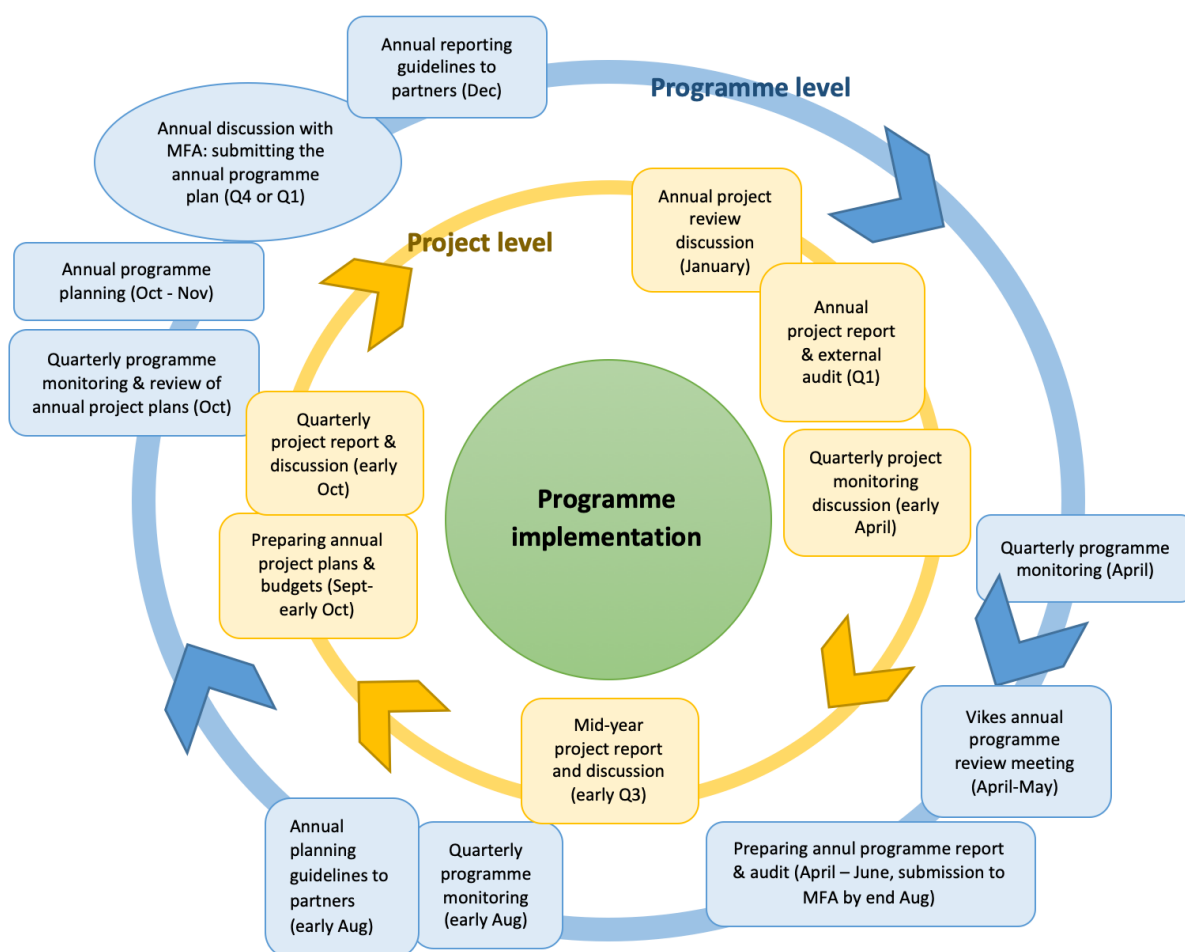
Figure 1: The figure illustrates the key PMEL elements of the first Vikes programme



Planning, monitoring and reporting, both on activities and results achieved as well as finances, are systematized in the annual programme cycle. Annual reviews with partners include a comprehensive review of the risks, possible changes in risk levels, as well as identification of adjustments needed in the approaches and measures for managing the risks. Joint tools, formats and guidance for planning, monitoring and reporting as well as risk management will be further developed during the inception phase of the programme.

The Vikes programme will include support to develop the management capacities of the partner organisations in order to ensure adequate activity and financial reporting. A common database for Vikes for collecting and managing project monitoring data and information will be developed as well.

Vikes staff continues conducting regular monitoring visits to projects. Besides monitoring, these visits are often linked to some other activities, such as training or planning workshops, or other learning activities.

Figure 2: Key elements of the annual cycle PMEL processes

Continuous learning from projects will be an integrated element of Vikes programme cycle management. Analysis on and sharing of main achievements, challenges faced, good practices and lessons learnt is integrated into different programme monitoring, review and evaluation activities described above. Special emphasis will be given to linking the learnings from development cooperation projects to Vikes global education, advocacy and communications work in Finland.

Vikes is in a transition phase in its development cooperation since it is shifting from project-based cooperation towards a programmatic approach. Although many elements and practices in the current project portfolio management support this transition, there is a clear need to further develop harmonized programme planning, monitoring, and reporting processes and tools. Thus, development of programme management processes, tools and practices, including financial management and reporting, will be one of Vikes specific learning processes during the first programme period.

In addition, Vikes plans to have thematic learning processes throughout the programme

cycle together with its partners and especially on cross-cutting themes. Systematic sharing and learning among project partners is also one of the outputs (output 3.2) of the programme, as explained in Chapter 3.2.

4.2 Sustainability

In order to ensure that the positive results of the programme are sustainable, Vikes will pay attention to the economic, institutional, technical, socio-cultural and environmental aspects of sustainability throughout the programme planning, implementation, procurements, monitoring and risk management.

The main outputs and outcomes from the programme focus on strengthening the capacities of the partner organisations and other beneficiaries, thereby enabling them to continue their work beyond the scope of this programme with the experience, skills and motivation gained during this programme. The sustainability of the results will be ensured through close monitoring and follow-up of the results achieved, learning from the experiences and making adjustments accordingly.

Economic

The programme will avoid creating solutions that would require excessive running costs. In order to sustain the results, the programme supports the marketing and fundraising strategies of the partner organisations and assists in the creation of income generating activities for some of the partners that may otherwise have difficulties with their long-term economic sustainability. For example, increasing and diversifying the sources of income is one of the focus areas of Vikes cooperation in Central America.

The community radio portals in Tanzania and Uganda are created specifically as a tool to improve the financial sustainability of local community radio operators. One of the main aims of the radio portals is to encourage local CSOs, government institutions, donor agencies as well as commercial actors to make use of the new portals to reach rural audiences with their commercials or sponsored campaign content, and at the same time generate income to the community radio stations and their umbrella organisations, TADIO in Tanzania and COMNETU in Uganda.

Institutional

The programme will include the development of some new institutions, such as the Ugandan community radio online platform, and will provide support to newly established organisations such as PCIN in Nicaragua. The institutional sustainability of the programme as well as the resilience of the organisations are ensured through the capacity building activities of the local partners based on their needs and priorities, and peer support by other more experienced partners and networks. Technical and editorial user training for radio stations, and training of local trainers will be arranged throughout the programme. Partnerships entering the exit phase will have a capacity building component included in the exit plans in order to support partners in becoming more self-sustained and resilient, thereby enhancing the sustainability of results.

Technical

The programme will include technical solutions, such as the community radio online platforms in Tanzania and Uganda, but no major procurements will be made during the programme period. In order to ensure the technical sustainability of the online radio portals, user training and IT support will be provided throughout the programme. Local trainers are trained to facilitate in-house trainings at the radio stations. The radio portals use open-source software with no need for licence payments or costly technical updates. In general, sustainability aspects, including the need for and local availability of spare parts, will be taken into account during any procurement.

Socio-cultural

The programme will be based on the local participation and ownership of the partners who know very well the socio-cultural contexts on the ground. The project also underlines the importance of the inclusion of all community members in local activities, also women and girls, youth, persons with disabilities, and other vulnerable groups. Media can also be a powerful channel for awareness raising and advocacy, thus contributing to positive social change. However, some changes especially in attitudes will need a longer time than the programme period. Sensitive and complex issues raised as part of the programme, such as the sexual exploitation, abuse and harassment of women, or LGBTI rights, may need special approach and methodologies to make them accepted topics in local societies.

Ecological

The programme itself will not cause a major negative impact on the environment except for air travel. No new infrastructure will be built. At Jamii FM, Vikes partner radio station in Tanzania, solar power is planned to be taken to use in 2021 as the main source of energy at the radio station. If solar power is found to be a feasible energy solution to provide enough electricity to run the radio transmission, this example may be recommended also to other radio stations across the partner countries.

The programme is also not believed to be particularly vulnerable to risks arising from climate change. The programme may actually have some positive impacts on the environment through increased coverage of environmental issues in the media by Vikes partners and media professionals trained. Vikes also plans to screen its own carbon footprint during the programme period, and based on the results assess the most efficient ways to minimize carbon emissions and mitigate the effects, as explained in more detail in Appendix 6 on cross-cutting objectives.

4.3 Innovations

The use of innovations is strongly emphasized in the programme. The support and training provided to community radio stations in Tanzania and Uganda is largely based on the development of the new community radio platforms, a Finnish online media innovation for publication of news and podcasts from rural communities and live online streaming of the local radio broadcasts.

The Tanzanian community radio platform was originally created in order to increase the audience of rural community radio stations beyond their local on-air coverage area, thereby improving the flow of information from rural areas to wider national audiences. The platform also provides fundraising opportunities for the rural radio stations through sponsored joint programme productions with local CSOs or international organisations wishing to reach rural populations as part of their educational or social campaigns.

During the programme period, experiences from the planning and implementation of the Tanzanian platform will be made use of when developing a similar radio portal with community radio stations in Uganda. As a new initiative in Central America, similar support to community radio stations will also be explored in Nicaragua and Honduras where community radio stations are very popular but also struggling with their financial sustainability.

Vikes will also experiment digital data collection from the audience of selected community radios in Tanzania in 2021 with the support of Fingo Powerbank project which supports and encourages the use of technology innovations among Finnish CSOs working in East African countries. The experience of this pilot will provide input to the PMEL system of Vikes and will also be shared with other community radio stations and Finnish development CSOs. Similar innovations and experiments will be supported during the programme when feasible, also in cooperation with the private sector.

The programme also supports the evolution of new innovation ecosystems and the use of innovative technologies and applications in the production of media content and more investigative journalism.

New innovative ways of campaigning, marketing and fundraising as well as organising trainings, meetings and events will be supported and piloted both by the partner organisations and by Vikes in Finland, including new digital and mobile solutions.

4.4 Risk Management

There are always risks related to working in developing countries. Risk management is an essential part of the programme and PMEL processes in order to reduce and respond to the risks in the work of Vikes. A detailed risk analysis is carried out during the planning phase of the programme and all projects will have detailed risk mitigation plans for the particular risks in each of the operating environments and activities in question.

Contextual risks that need to be taken into consideration include the shrinking civic space in programme countries affecting the safety of the partners and how visibly and strongly Vikes and its partners can act, especially in terms of advocacy and communications. In high-risk contexts, especially in Somalia or any other programme country during social unrest, additional security measures are needed to ensure the safety of media workers, including Vikes staff, consultants and volunteers on their travel. The past year has also proved that pandemics such as COVID-19 can cause major changes and delays in project implementation. In Vikes projects, flexibility and applying new alternative methods have ensured the continuation of most of the planned activities.

Programmatic risks related to achieving the results are, for example, the security threats and harassment against journalists. Risks related to digital security and online harassment are a growing trend that may affect the motivation of the staff and target groups in all programme countries, including Finland. Economic risks and corruption need special attention in all programme countries. As this is the first programme of Vikes, the failures to find common understanding among partners on priorities and approaches during the programme may also cause delays or other challenges in reaching the expected results.

Major **institutional risks** in the programme include the institutional weaknesses of partner organisations, possible changes in management or other key staff, potential risks of sexual exploitation, abuse or harassment that might occur among the wide spectre of partners and activities in host countries, as well as reputational risks that are often the consequence of poor risk management.

In Finland, the main risks include the limited human resources of Vikes and the uncertainty of co-funding for the programme, requiring good management of resources and a viable strategy for fundraising.

Mitigation and response is an integral part of risk management. Vikes has a skilled staff, long experience in most of the programme countries and close, trusted relationships with reliable partners. Detailed partnership agreements, up to date security plans, financial guidelines, external audits and continuous monitoring of the signals and changes in the operating environments are some of the key **risk management practices** in place. Regular communication and sharing of information between the partners are critical as well.

Professional financial management and regular financial monitoring are an essential part of risk management. The administrative and financial rules of Vikes set out internal practices that are also designed to prevent and minimize financial risks, including corruption and bribery. In addition, Vikes has additional financial guidelines for project managers and partners. The instructions for auditors follow the guidelines by the Ministry for Foreign Affairs of Finland.

Safety instructions for each programme country, safety training, travel insurances and in high risk areas also the relevant security services are needed in order to mitigate the risks related to working and traveling in the programme countries. Resources will be allocated for such measures in project or capacity building budgets. In exceptional situations, such as during pandemics or natural disasters, staff and partners are given separate instructions, which are updated as the situation changes.

Vikes has recently prepared its own guidelines to prevent sexual exploitation, abuse and harassment in its work (PSEAH, see Appendix 11). Some partners already have their own PSEAH, and others will be encouraged to prepare their own policies during the programme period or adhere to the guidelines of Vikes.

Vikes has created a simple **reporting mechanism** for any suspicion of abuse, discrimination or any other harassment in Vikes' own operations or in Vikes-funded projects. Directions for reporting suspected abuse or misconduct are found on the Vikes

website¹³ both in Finnish and in English. Tips and information on actions taken in violation of ethical principles will be investigated and corrective action will be taken if necessary.

While the risk analysis and risk management in Vikes has previously focused on the individual projects, during the first half of the programme Vikes will develop a comprehensive **PMEL system and guidance for risk management**, including staff training. Another area related to risk management that needs strengthening is financial management, including fundraising plans and updated guidelines and instructions to prevent and manage potential suspicions of corruption. Vikes will also prepare a new strategy for fundraising in order to secure adequate and predictable co-funding for the programme. A detailed crisis communication plan will also be developed.

The detailed risk matrix for the programme is in Appendix 4, including measures for response and mitigation as well as division of responsibilities. The risk matrix will be reviewed and updated annually as part of the PMEL processes.

4.5 Communications

In Finland, communication is one of the key areas of expertise of Vikes. Vikes has an exceptionally good reach with Finnish journalists: Our background organisations are journalist associations from all over Finland and the board consists of journalists and media professionals. Vikes is fairly well known among journalists interested in international and global issues, but the profile of Vikes can also be raised further, also among media students. The goal is that journalists and media actors are aware of Vikes and its work, results and impact, and feel that Vikes is their channel to support colleagues around the world. Journalists are also offered opportunities to participate in the work and communication of Vikes as volunteers.

The purpose of Vikes **development communication and journalism** is to increase the understanding of journalists and media students of the importance of freedom of the press, free access to information and pluralistic media in promoting sustainable development. The aim is for more and more journalists in Finland to see freedom of the press, access to public information and sustainable development as important themes. Through journalists and media, Vikes can reach the wider public in Finland. Communication of Vikes also renews and diversifies perceptions of Africa, Asia and Latin America among Finnish people.

In addition, regular **communication about the programme and projects**, the results achieved, the beneficiaries, and the partners of Vikes are an integral element of the work in Finland.

Examples from development cooperation projects and media content produced by Vikes partners are used in trainings for Finnish journalists and media students, in advocacy as well as in public events that Vikes organises.

Vikes works actively and on its own initiative in cooperation with other organisations and the Ministry for Foreign Affairs of Finland in development communications, for example, in

¹³ <https://vikes.fi/in-english/reporting-abuse-and-misconduct>

communication campaigns and events. Vikes participates actively in discussions about the importance, ethics and quality of development communication and journalism.

In the Global South, Vikes partners are also exceptionally well positioned to produce press releases, social media postings or other media content about the activities and impacts of the projects, but also on sustainable development, democracy, free speech and related themes.

All Vikes project partners are media organisations or CSOs with strong media components and expertise. They will communicate about the results of the project to their target groups, including their audiences, members and local journalists, through their own communication channels, media outlets, websites and social media. Social media is also actively used for advocacy and campaigning. For example, already in 2019, the #WomenInMediaTz campaign gained 277,000 impressions (number of times the content was displayed) and brought 1211 new followers to TAMWA, one of the Tanzanian partners in the Women in the Media project.

The community radio stations in Tanzania and Uganda alone already reach millions of people in their on-air coverage areas, and the numbers will grow as they start broadcasting via the new community radio portals.

During the programme, several investigative stories and online TV programmes on topics related to sustainable development will be produced, and these will also be used in communications in Finland.

During the first development cooperation programme, monitoring of Vikes communications will be developed. Synergies between communications, global education and development cooperation projects will be increased and co-operation will take place between different activities.

The expected results of communication are outputs 4.2. and 4.3 described in Chapter 3.2. The action plan for global education, communications and advocacy in Finland is described in detail in Appendix 8.

5. Resources

5.1 Budget

The total budget for the programme is **4 605 856 euros**.

The ongoing projects in 2022-2024, funded by the Ministry for Foreign Affairs of Finland, will be integrated into the programme. The already approved government support for these projects will cover 1 987 163 euros of the whole programme.

The applied additional programme support is **1 933 433 euros**.

The co-funding from Vikes, including the monetary contribution and voluntary work, is 685 223 (15%).

The detailed budget is presented in Appendix 5a.

5.2 Human Resources

Adequate human resources are essential both in partner organisations and Vikes in order to achieve the intended results. Most of the activities are human resource intensive rather than require investment in infrastructure or technology.

Each project **partner** will have a designated responsible person or a part-time project coordinator/ manager to oversee the planning, implementation, monitoring and reporting of activities and to act as the focal point or person for communication and exchange of information with Vikes and other partners. Project partners may also have other personnel such as media officers, reporters, trainers and facilitators as well as administrative staff designated for the project, often part-time, depending on the scope of expertise and activities of the organisation. The personnel costs in each project are based on a careful estimation of expected workload and decent salary level in the respective countries.

In Finland, the executive director of **Vikes** manages the implementation of the programme based on the decisions of Vikes board and in accordance with the funding decision and conditions by the Ministry for Foreign Affairs of Finland. The executive director has had the overall responsibility of the programme level planning and coordination so far. As the development cooperation programme has a major role in the work of Vikes, the executive director will continue to be part of the programme level implementation, especially during the inception phase as well as the annual planning and budgeting, internal reviews and evaluations. In addition, the executive director has the responsibility of the advocacy work and administration tasks related to the programme. Bookkeeping is outsourced.

Vikes has **project managers and coordinators** (currently three, two of them part-time) for the overall project management, coordination, monitoring and reporting of the development cooperation projects. Finnish project staff also facilitate the cooperation and mutual learning between the partners, organise annual partner meetings and coordinate the capacity building activities for all partners and plans. Also the mid-term and external evaluations are coordinated by Vikes.

Besides the project administration, Vikes staff has strong experience and thematic expertise in media and communications and therefore often act also as trainers or mentors together with partners and other stakeholders. In Central America, the Finnish project coordinator stays usually in Nicaragua for several months each year, depending on the security situation. As noted in the recent evaluation, the presence of Vikes in the region is one of the strengths of long-term cooperation. In other projects, Vikes staff conduct regular monitoring and training missions to the programme countries.

In Finland, Vikes has a part-time project coordinator for **global education**. The **communications** officer of Vikes is responsible for the communications of the programme.

During the inception phase, Vikes will assess the competence and additional expertise needed to implement the programme effectively. The organisational structure and work descriptions of the staff will be adjusted accordingly, and initially one more employee will be recruited to support the programme. The human resources for the programme in Finland are described in detail in Appendix 5b.

During the first programme years Vikes will also seek for additional support in order to strengthen its own capacity to manage the programme. The **supporting functions** will focus on the development of the comprehensive system for PMEL and risk management, including tools, database, guidance for partners, and staff training. Another area that needs strengthening is financial management and fundraising. A third focus area is capacity building related to cross-cutting objectives, as described in Chapter 3.3. and Appendix 6.

Finnish journalists and media professionals provide valuable input to the programme as trainers, mentors, and consultants in the projects but also as **volunteers**. Through voluntary work, they also get the possibility to gain first-hand experience from development cooperation and global education, and learn also themselves from their local colleagues and Vikes partners.

The board members of Vikes serve also on a voluntary basis. Besides being the ultimate decision-maker of Vikes, the board provides valuable expertise as well as networks for the whole organisation, including for the programme and its resourcing.

5.3 Multi-Stakeholder Cooperation and Networks

Vikes itself is a small foundation but through its extensive networks its resources are remarkable.

In Finland, the most important network is formed by the 27 founding media associations who provide Vikes with annual financial support but also special thematic expertise (e.g. environmental journalism) and regional outreach throughout the country. The Union of Journalists in Finland is the biggest of these organisations, and its communication channels, events, and dedicated staff offer Vikes valuable support.

Vikes is well networked with other Finnish development CSOs. Vikes has established partnerships, for example, with Maailma.net, Reporters Without Borders Finland, Felm,

Finnish Red Cross, Finn Church Aid, Abilis, KIOS, Finnish Society on Media Education, LiiKe – Sports & Development, Finnish Somalia Network, and Finland-Somalia Association. Vikes is also an active member of the umbrella organisation Fingo.

In global education, Vikes has experience in working with several universities and colleges for media students. The most recent project partners are the Turku University of Applied Sciences and the Metropolia University of Applied Sciences in Helsinki.

As a media organisation, Vikes has exceptionally good connections with Finnish journalists and media. Vikes has established partnerships, for example, with the Helsingin Sanomat Foundation in granting a joint Award for Development Journalism as well as the Finnish Broadcasting Company Yle.

Vikes works in close cooperation also with the public sector. Besides the different units and embassies of the Ministry for Foreign Affairs of Finland, the UNESCO Committee in Finland is a regular partner for Vikes especially regarding the promotion of press freedom. UNESCO office in Tanzania has also provided support for the technical planning and development of the Tanzanian community radio portal.

During recent years, Vikes has taken its first steps in collaborating with the private sector. Vikes has been part of the Fingo Powerbank initiative since its launch and has so far executed two innovative experiments and created new liaisons with small and medium-sized enterprises operating in the same field. Taking part in national and global innovation ecosystems and events such as Sahara Sparks in Tanzania and Slush and Innofrugal in Finland has given Vikes an exceptional perspective to the development of public-private cooperation.

Private sector cooperation has started with operational collaboration, but according to the report by 180 Degrees Consulting from spring 2021, Vikes has potential to scale cooperation with a wide range of companies. During the programme period, Vikes will continue the active presence in the public-private ecosystem development and contribute to national and international strategies creating new opportunities for cooperation arising from the innovation programmes of multilateral actors.

At the international level the important partners and networks include the Global Forum for Media and Development (GFMD), International Freedom of Expression Exchange (IFEX), International Media Support (IMS) and Free Press Unlimited with whom Vikes shares knowledge and experiences. Through EU-funded global education projects, Vikes has also strong partnerships with European development CSOs such as MONDO in Estonia. Vikes seeks to create more synergies and even joint actions with international actors in order to support media organisations and promote freedom of expression in partner countries, including Finland.

5.4 Co-funding

Vikes will provide the required 15% of co-funding to the programme through its own fundraising and as voluntary work and donations of services and goods.

The most important and secured source for co-funding is the Union for Journalists in

Finland together with other media organisations who make annual contributions to Vikes to support journalist colleagues in developing countries. Other major donations come from private non-profit foundations. Vikes will strengthen its fundraising as part of the supporting activities during the first years of the programme. The composition of co-funding is described together with the budget in Appendix 5a.

Voluntary work by Finnish journalists and media professionals is a valuable input. Volunteers help Vikes in projects and communications as trainers, mentors, consultants and reporters.

Donations of services include, for example, the time and facilities of global education partners in Finland.

Donations of goods play a minor role but may include, for example, audio recording equipment, video cameras or different kinds of media accessories.

Appendices

2. Theory of Change
3. Results Framework
4. Risk Matrix
5. a) Budget (in Finnish)
 b) List of human resources for the programme in Finland (in Finnish)
6. Cross-cutting objectives in Vikes programme
7. Human rights-based approach in Vikes programme
8. Communications plan (in Finnish)
9. Summaries of the ongoing projects
10. Partners
11. Guidelines for PSEAH (in Finnish)
12. Vikes PMEL processes