

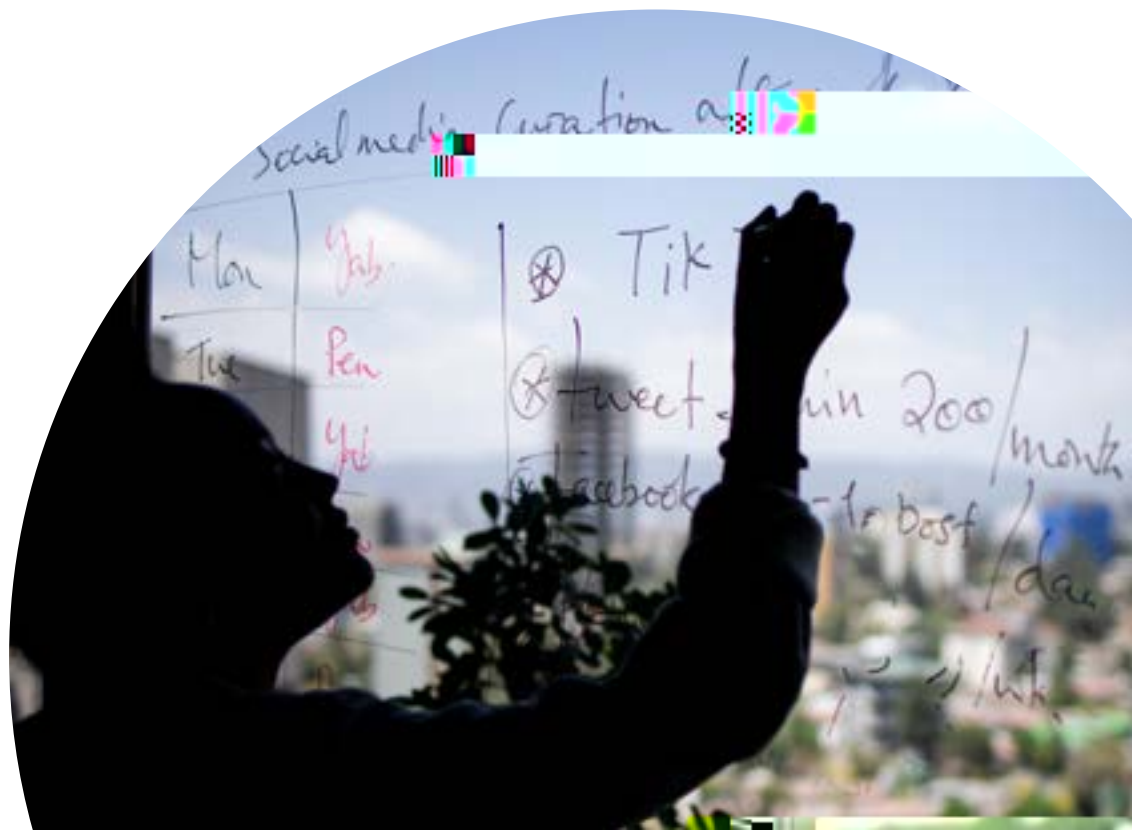


PRIMED

PROTECTING INDEPENDENT MEDIA
FOR EFFECTIVE DEVELOPMENT

BA

LEARNING BRIEF

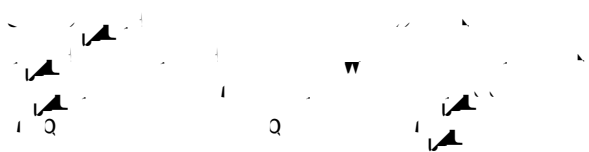


A 2022



Introduction	1
Definition	2
Measuring media literacy	2
Strategies for improving media literacy	3
Evidence of impact	5
Lessons learnt	5
Glossary	7
Evidence and further reading	8
Annex A	9
Annex B	12



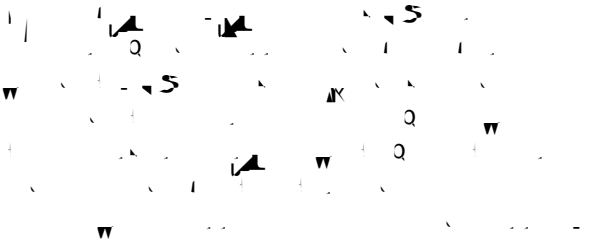




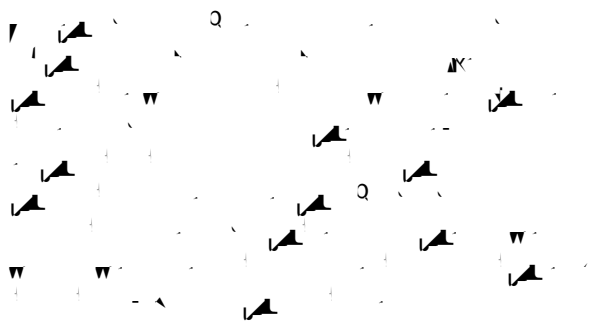
“The first step in the process of creating a new product is to identify a market need. This is often done through market research, which involves gathering information about the target audience and their preferences. Once a market need has been identified, the next step is to develop a concept for a product that addresses that need. This is often done through brainstorming and prototyping. Once a concept has been developed, the next step is to create a detailed design for the product. This is often done through computer-aided design (CAD) software. Finally, the product is manufactured and distributed to the market.”

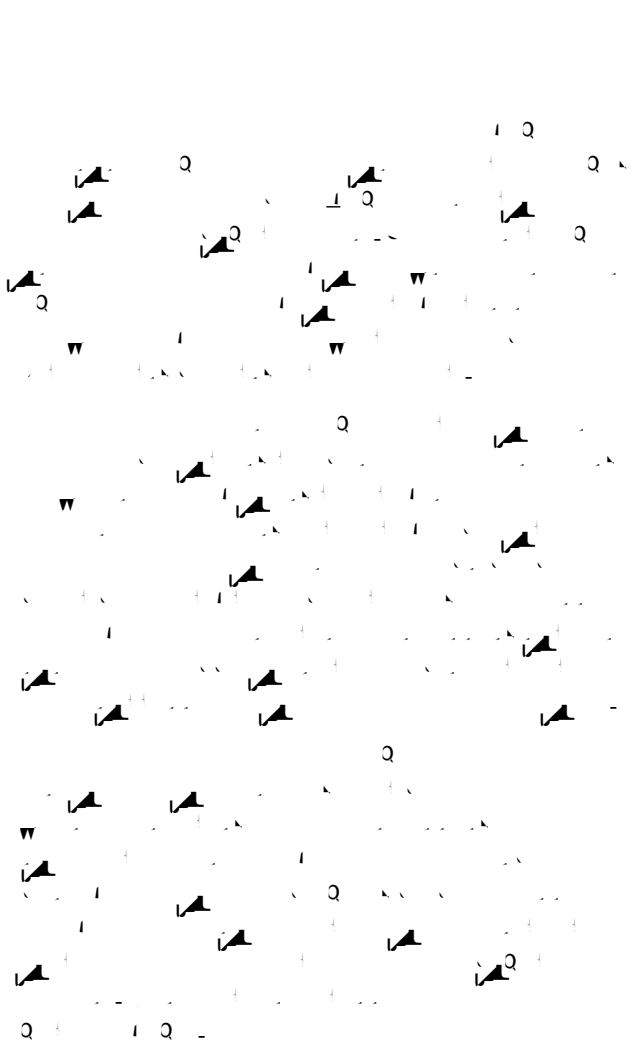
The process of creating a new product is a complex and multi-step process. It begins with identifying a market need, which is often done through market research. This involves gathering information about the target audience and their preferences. Once a market need has been identified, the next step is to develop a concept for a product that addresses that need. This is often done through brainstorming and prototyping. Once a concept has been developed, the next step is to create a detailed design for the product. This is often done through computer-aided design (CAD) software. Finally, the product is manufactured and distributed to the market.





▲ Newspapers on the street in Bangladesh, (credit: Paul Enkelaar/FPU)





▲ Staff from an independent media operation test new revenue streams using an Action Research cycle. (Photo Clare Cook, IMS).



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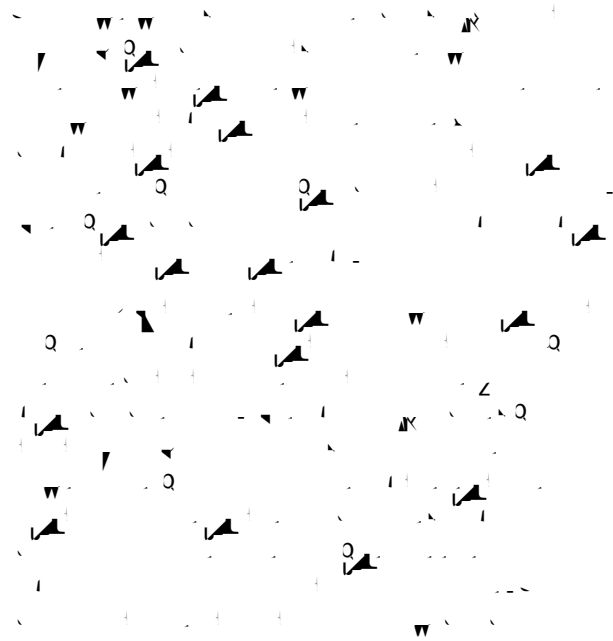
more resilient

Area and sub-area	Vulnerabilities (examples)
1. Institution building	
1.1 Legal registrations and licenses	<p>Fragmented and outdated legal frameworks across different jurisdictions, leading to compliance complexity and increased risk of legal challenges.</p> <p>Lack of standardized licensing processes, resulting in inconsistent requirements and delays in obtaining necessary permits.</p> <p>Overlapping regulatory responsibilities between different government departments, causing confusion and inefficiency.</p> <p>Weak enforcement mechanisms, leading to non-compliance and undermining the integrity of the regulatory system.</p> <p>Limited capacity of regulatory bodies to monitor and enforce complex regulations effectively.</p>
1.2 Governance	<p>Fragmented and overlapping governance structures, leading to inefficiency and lack of coordination.</p> <p>Lack of clear lines of responsibility and accountability, resulting in blurred roles and reduced effectiveness.</p> <p>Weak oversight mechanisms, leading to potential misuse of power and lack of transparency.</p> <p>Limited stakeholder participation in decision-making processes, leading to less informed and less legitimate outcomes.</p> <p>Fragmented data and information systems, hindering effective monitoring and evaluation.</p>
1.3 Mission/vision, Purpose, strategy, editorial proposition	<p>Lack of a clear and shared mission/vision statement, leading to fragmented efforts and reduced impact.</p> <p>Weak strategic planning processes, resulting in short-term thinking and lack of long-term direction.</p> <p>Fragmented communication channels, leading to inconsistent messaging and reduced reach.</p> <p>Limited capacity to adapt to changing circumstances, leading to outdated strategies and reduced effectiveness.</p> <p>Lack of clear editorial proposition, leading to inconsistent content and reduced credibility.</p>

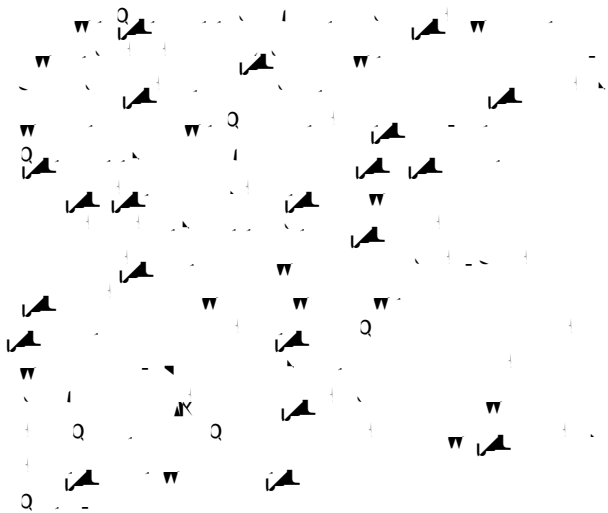


1.4 Consistency of professional output and oversight;	
1.5 Leadership	
1.6 Work force	
2. Operating model	
2.1 Business model optimisation, flexibility and adaptability	
2.2 Security and stability of sources of Income	
2.3 Innovation, efficiency and cost-effectiveness	
2.4 Operating procedures and business systems	
2.5 Assets, technology and equipment	
3. Financial security	
3.1 Existence of multi-year income and expenditure plans	
3.2 Existence of operating reserves	
3.3 Liquidity	
4. Environmental/external factors	
4.1 Influence of power holders	



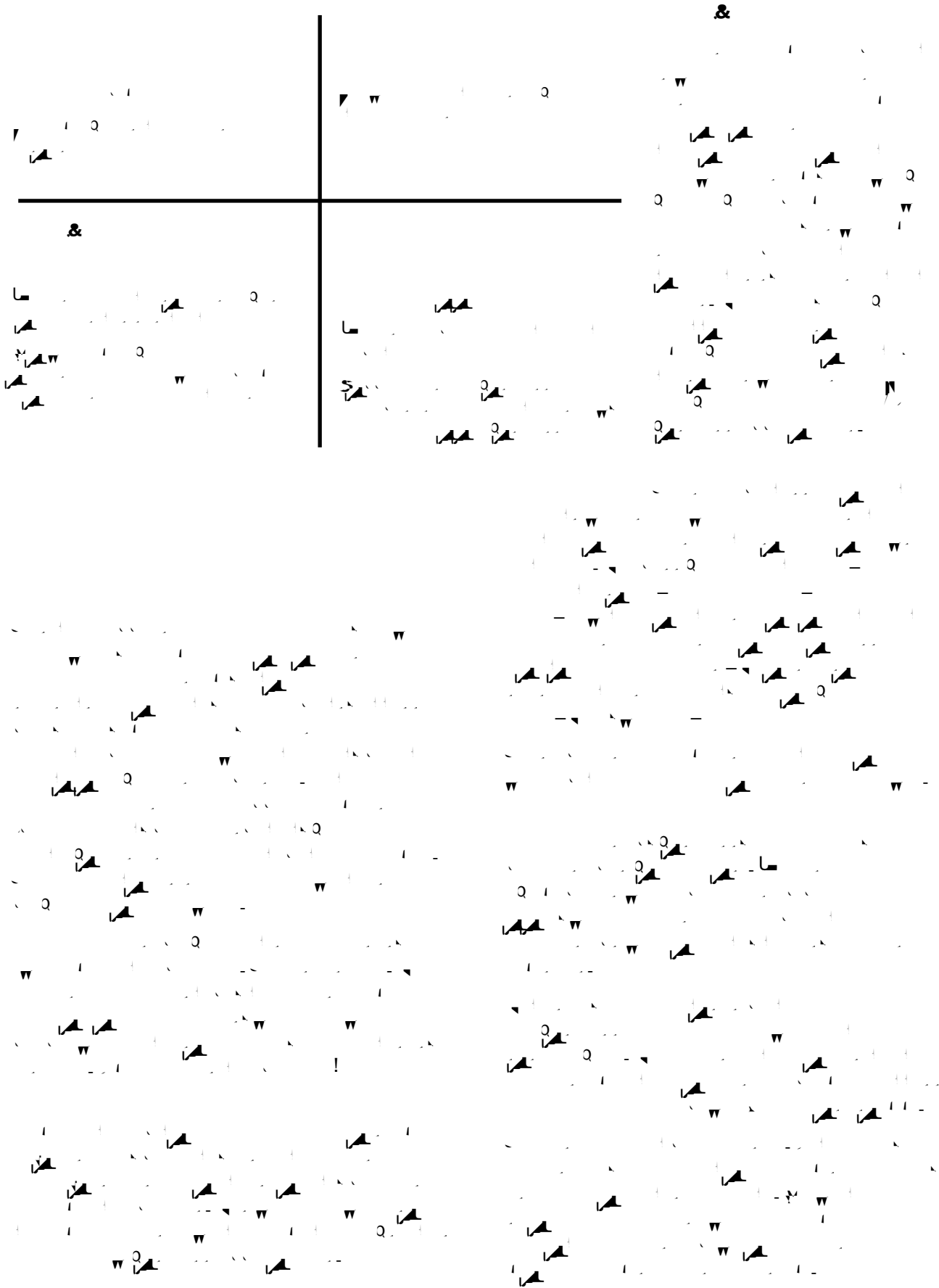


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Public interest media are vital to open, just societies – they provide trusted news and information, hold the powerful to account and provide a platform for debate. Yet truly public interest media are in crisis.

to support public interest media in facing critical challenges, building resilience, and sharing research.

Led by BBC Media Action, PRIMED partners include Free Press Unlimited, International Media Support and Media Development Initiative, supported by the Global Forum for Media Development and The Communications Initiative. PRIMED is funded by



This brief was edited by Michael Randall who has worked in the media development sector for more than 20 years as a journalist in Eastern Europe and the Middle East, and as an independent consultant, focusing on project design and development as well as monitoring, evaluation and learning.
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To learn more about PRIMED please see bbcmediaaction.org or email media.action@bbc.co.uk.

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Front cover photo: Photo from PRIMED supported online media outlet in Ethiopia, Addis Zeybe
Credit: Genaye Eshetu/ MDIF).