

THE GLOBAL FORUM FOR MEDIA DEVELOPMENT: 2008-09

PROJECT SUPPORT EVALUATION FOR THE UNITED NATIONS DEMOCRACY FUND

“Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.”

- Article 19, the Universal Declaration of Human Rights, proclaimed on Dec. 10, 1948 by the General Assembly of the United Nations
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Overview

In 2008 the UN Democracy Fund provided a \$200,000 grant to the Global Forum for Media Development to hold an inclusive international gathering of experienced media-development practitioners from the emerging democracies of Asia, Africa, the Arab states, Eurasia and Latin America, as well as from most leading media development organizations and supportive public and private donor institutions in Western Europe and North America. The UNDEF-supported ‘GFMD’ in Athens was the culmination of intensive yearlong local organizational efforts in each of the five aforementioned regions of the developing world. This led in 2008 to the creation of unprecedented locally led ‘regional forums for media development’ and the election by these five new regional groups of delegates to the December 7-10 2008 conference in Greece.

The UNDEF contribution was instrumental in the success of the GFMD, well beyond the crucial financial importance of the \$200,000 grant to its overall \$1.3 million budget. The symbolic importance of UN sponsorship through UNDEF, and of the linkage through UNDEF of the GFMD agenda to broader international democratization goals, helped encourage bilateral and private donors to support the initiative as well.

Equally significant, the UN endorsement through UNDEF broadened GFMD’s appeal to independent media practitioners in developing countries, who for political as well as practical reasons prefer multilaterally backed media aid projects to programmes financed wholly or predominately by a major bilateral donor. (Local participants positively cited the United Nations Development Programme co-sponsorship of the regional forums in Asia, Africa and Latin America for similar reasons.)

The Global Forum for Media Development now has more than 180 active members from every region of the world, all of whom are now linked together in an interactive international media development community and structure for the first time. ¹ The GFMD Steering Committee elected at in Athens is a testament to GFMD’s global appeal and inclusiveness, with Committee members hailing from China, India, Thailand, Senegal, South Africa, Kenya, Albania, Ukraine, Bulgaria, Colombia, Brazil, Trinidad and Tobago, Algeria, Jordan, Morocco, Denmark, France, Netherlands, UK, and USA.

These achievements would not have been possible without UNDEF’s support.

-- William Orme (Please contact: bill.orme@gmail.com 917-607-1026)

GFMD Prospects and Principles

The Global Forum for Media Development has already demonstrated the potential to develop into one of the most important contributions to democratic institution-building in recent years. Beneficiaries would include not just the media cultures and institutions of developing countries, but – far more important -- the broad public in those countries and regions that media should more effectively serve.

The GFMD is driven by its members' conviction that more effective media-development aid is required to realize the full promise of Article 19, including its prescient affirmation of the right to provide and receive uncensored information “through any media and regardless of frontiers.” The GFMD ethos is defined further by a shared belief in the free-media principles articulated over the past two decades in the UNESCO-sponsored press freedom declarations of Windhoek, Almaty, Santiago de Chile, Sana'a and Sofia.

As stated in their newly adopted charter, GFMD members are dedicated to the proposition that “free, independent, sustainable and inclusive media are prerequisites for creating and strengthening democratic society and human development.” By providing a media-aid interlocutor for international development agencies and a peer-reviewed global community of media development professionals, the GFMD initiative has already created needed new structures for the strengthening of media development efforts throughout the developing world.

These new structures have in turn allowed regional media development groups to provide input formally and collectively into media-aid programs and policies of the European Commission, the African Union, and the United Nations Development Programme, among others. ⁱⁱ By facilitating a free professional-level exchange of information about current and planned media development projects in their regions, the GFMD process has also encouraged greater specialization, collaboration, and complementarity among journalism training NGOs and broader media-development groups rooted in developing nations and subregions.

Regional Media Development Forums: the GFMD Building Blocks

Through GFMD, the disparate media-development specialists and NGOs rooted in the local media environments of the developing world have for the first time gained both a global network for vital information-sharing and capacity-building, and regional forums where they can forge cross-border partnerships and advocate for their own regional media development priorities.

The next GFMD challenge will be to secure support for the long-term autonomy and sustainability of its regional component organizations in Asia, Africa, Eurasia, Latin America, and the Arabic-speaking nations. These new 'Regional Forums for Media Development' are the crucial building blocks and constituencies for the GFMD, and each will require a different mix of external and internal support and structures.

As noted, the members of the GFMD steering committee elected by the regional forums are emblematic of GFMD's diversity and deep roots in the local media cultures of the developing world, with representatives from Asia (China, India, Thailand), Africa (Senegal, South Africa, Kenya) Eastern Europe (Albania, Ukraine, Bulgaria), Latin America and the Caribbean (Colombia, Brazil, Trinidad and Tobago), and the Middle East/North Africa (Algeria, Jordan, Morocco).

Equally important, these GFMD members have drafted and adopted the first international code of principles for media development professionals, based on input and shared values from member organizations in both the South and North. ⁱⁱⁱ

The regional forums are anchored or supported in their start-up phase by locally based media development institutions with a regional mandate and a record of professional accomplishment and integrity:

The Southeast Asia Press Alliance (SEAPA)^{iv} in cooperation with Panos South Asia

The Media Institute of Southern Africa (MISA)^v

La Fundacion de Nuevo Periodismo Iberoamericano (FNPI)^{vi}

The Southeast European Network for Professionalisation of Media (SEENPM)^{vii}

The Hashemite Foundation for Human Development^{viii}

Steps have already been taken by the regional forums in Africa and Latin America to develop broader regional alliances and new sources of support from regional multilateral institutions, private and mixed-capital foundations, and private media industry sources within these regions. (The Africa Media Development Forum is exploring linkages with the private media sector and regional financial institutions through the business-based African Media Initiative; the Latin American Media Development Forum secured start-up support from such regional institutions as the Corporacion Andina de Fomento as well as several private media companies.)

These new or proposed regional partnerships are being analyzed for possible emulation by the media development forums of Asia, Eurasia and the Arab States.

The GFMD, the MDGs, and Democratic Governance

In all cases, the GFMD process and structure has put a needed spotlight on the crucial role of national, regional and global media in the attainment of the Millennium Development Goals. Independent journalism is required to monitor the availability, transparency and reliability of public information on progress towards the MDGs on both the national and regional level. To that end, the GFMD in Brussels plans to facilitate dialogue and project information sharing with key donors within each region, much as been done by GFMD on the global on the global level.

At the same time, GFMD will help broker partnerships between the Regional Media Development Forums and regional civil society coalitions working towards greater freedom of information and accountability in the use of public resources. Alliances with media industry associations will also be pursued on the regional level in an effort to raise professional standards, including ethics.

The Development Case for a GFMD

The last two decades have witnessed a great expansion of independent media in the developing world. International assistance in building indigenous media capacity has proved crucial. But there have been many widely acknowledged shortcomings in these efforts: Lack of coordination within the media assistance community, insufficient emphasis on media contributions to broader democracy and development goals, inadequate grass-roots involvement in media aid priorities, and insufficient attention to the link between free media and good governance. These all represent lost opportunities to heighten the impact of development aid generally and media assistance specifically.

Media development is too rarely defined or funded as a development goal and sector in its own right. Media assistance programmes are not linked strategically to overall democracy building, good governance and development goals. The sector is supported more commonly in the context of social communications, behavior change, and public information campaigns, as opposed to the goal of supporting independent journalism and societal opportunities for exercising freedom of expression. In spite of increased recognition by policymakers and donors that media play a key role in democratic development, the absence of an agreed interlocutor with a recognized global community of practice and a membership network has hampered strategic planning and assessments of media development programmes. Further, media assistance organisations based in developing and least developed countries rarely had access to donor policymakers. Through the GFMD, their crucial experience, voice and input can now be heard.

<i>Five GFMD Suggestion to Donors on Media Development Aid</i>
<i>1. Donor support for media development projects should be based on needs assessments identifying the optimal focus and scale of support, and evaluating the implementing NGOs and opportunities for strengthening local capacity and strategic partnerships. (No one-size-fits-all approach.)</i>
<i>2. Donors should support, not set, the agendas of media-aid CSOs.</i>
<i>3. Aseessments of “sustainability” for CSOs and media projects must go beyond potential local economic resources to include the social, political and overall institutional sustainability of media organisations operating in difficult environments.</i>
<i>4. Donors should urge aid beneficiaries in training programs and institutions to collaborate across national and regional lines on curriculum development to improve standards and encourage both cooperation and specialization for greater impact and efficiency. (A GFMD database of media support groups and projects could encourage collaboration and avoid duplication).</i>
<i>5. Media development donors, as with the GFMD media CSOs, should exchange information and coordinate aid efforts where possible for maximum impact on the overall enabling environment for free media locally and regionally.</i>

GFMD UNDEF Project Assessment: Five Criteria

Support was requested from UNDEF for partial financial assistance for the organization of the Global Forum for Media Development in Athens, Greece on December 7-10, 2008, which drew some 400 participants from about 100 countries as well as representatives of many leading international organizations in the development and media fields.^{ix}

The GFMD had two interrelated goals:

- 1) To develop practical recommendations in key areas of media development such as advocacy, enabling legal environments, civil society engagement, new media opportunities, democratic governance, and monitoring and evaluation, so that media development programmes can be more comprehensive and effective; and
- 2) To create a membership network with clearly defined goals and transparent governance, with the goal of forging closer links among local media development CSOs in a context of South-South cooperation and greater aid effectiveness.

The GFMD project met its objectives and succeeded in all these five key criteria:

1. Effectiveness

The GFMD has already proven to be a highly cost-effective and internationally representative mechanism for strengthening support for media development as an integral part of democratic institution building, and for enabling respected media specialists in developing countries to define and communicate their own priorities and collaborate across national and regional lines. The professional reputations of GFMD's founding members and leaders gave the Forum immediate credibility among specialists in the media field around the world, and in the wider development and democratic governance communities. The emphasis from the start on creating South-based regional forums produced quick results, with the participation of almost all the leading media-development CSOs in Africa, Asia, Eastern Europe and the CSIS, the Middle East, and Latin America. That solid multiregional foundation gave the Athens Forum its real and perceived legitimacy, the indispensable prerequisite for programmatic effectiveness.

2. Sustainability

The GFMD has become established in a very short time as a unique and essential nongovernmental institution with a focused global brief and diverse global participation. Its activities are supported by an impressively broad group of members, donors, and other partners. GFMD is providing a crucial institutional umbrella and support system for projects on the regional level in Africa, Asia, and Latin America. These membership and partnerships should over time provide a solid base of support for GFMD projects, services, and management.

GFMD members and associated media industry and civil society organizations will assume an increasing share of direct GFMD administration costs, while individual and institutional members will derive direct support for projects from donors and other partners brokered through the GFMD global and regional networks. Further donor support will be needed, however, especially for GFMD's semiautonomous regional forums. These efforts will be greatly aided by the diversity of donor support for the first phase of the GFMD initiative, as illustrated by the sponsorships of the Athens forum: the City of Athens, the Greek Ministry for Tourism and Helvetica Bank, USD 500,000, the U.S. National Endowment for Democracy, USD 75,000, the Knight Foundation: USD 200,000; the Norwegian Foreign Ministry, USD 100,000; UNESCO, 10,000 USD; the Bill and Melinda Gates Foundation, USD 25,000; the Lodestar Foundation, USD 50,000; GFMD members participation in travel and accommodation; USD 225,000. (The United Nations Development Programme contributed USD 175,000 directly to the preparatory regional forums.) The GFMD has asked members to contribute towards the costs of running a secretariat and GFMD activities so that the network can in the long run become self-sustaining. The goal is for membership contributions to cover all basic administrative costs by the end of the five-year start-up period starting with the Global Forum in Athens in December 2008. Special projects, including the proposed GFMD-3 in late 2011, will require additional fundraising.

3. Relevance

The response to GFMD among specialists, organizations and donors in the field has already confirmed its relevance and validity on both a regional and global level. The GFMD is providing the necessary catalyst and architecture for a global community of practice with clear professional goals, norms, and principles, with recognized areas of professional concentration and well-defined expertise -- and a mechanism for sharing ideas, proposals, problems, and accomplishments within an international community of peers and partners. This will help to define and advocate for media development as a sector of development and democracy building in its own right. For the first time in this diverse global media community, there is an agreed set of strategies on key issues of shared concern: Media and Dialogue: examples of best practice in ethical journalism, role of media in promoting dialogue between cultures and communities; Advocacy strategies: What are the most effective approaches to highlight the impact of independent media on democracy and development goals? Enabling media environments: What types of legal structures are necessary to ensure media can play a role in democratic development? Dialogue with civil society: How can media be inclusive and accessible to marginalized groups? How do media and civil society interact? New technologies, opportunities, and markets: Participants will analyze initiatives that use new technologies to provide better information services to the poor. What are the strategies for building new media? Media and governance – Measuring success: focus on developing indicators for measuring the impact of media development programs on democratic governance over time in a given country. Monitoring and evaluation: Building on existing studies and indices, to examine the types of instruments and resources necessary to effectively measure media development programming.

4. Efficiency

All the stated project goals, timetables, and benchmarks were met by the GFMD within its proposed budget and staff structure. GFMD management is by design very lean, but it has proven quite efficient in its ability to deliver and provide sector leadership. Support to the GFMD has – as proposed and predicted – helped develop the capacity of media assistance groups in developing and least developed countries, including those focusing specifically on giving voice to the poor, and to marginalized groups in society and the empowerment of women. The common denominator of GFMD member groups is a conviction that independent media should provide both a platform for civic discourse involving all sectors of society and -- in an accessible and professional manner -- the information that all citizens need to participate effectively in a democracy. The GFMD members are further committed to the practical near-term implementation of GFMD projects as well as collaborative endeavors within the regional media development groupings. The 2008-9 GFMD project matrix included in the UNDEF grant proposal remains an accurate depiction of the GFMD work plan, priorities, and achievements. ^x

5. Impact

The GFMD is already building support for independent media development in developing countries by providing the foundation of a collaborative community of practice between media aid groups in the South and media support organizations and donors in the North. Its impact so far can be seen in the reverberations and concrete results of the Athens Forum.

Athens in Context: The four-day GFMD in Athens in December 2008 was officially the second such global meeting. The first “Global Forum for Media Development” took place in Amman, Jordan, in 2005. The Amman meeting was well attended and significant, but it was ultimately a one-time information-sharing conference, not a mechanism for advancing media development further. The GFMD in Athens, by contrast, should be viewed as the founding meeting of a truly representative international-media development institution, with the structure and constituency and focus required to continue its network-building and media-aid work on a truly global basis.

For an organization that has stressed the importance of media development to democratic governance, the GFMD governance process was itself commendably democratic, with the new regional forums in the developing world each choosing two elected delegates to the GFMD along with the leading media support organizations that operate internationally from Europe and North America. In Athens, GFMD members selected a GFMD Steering Committee of four international members and the ten regional members elected in the lead-up media development forums in Africa, Asia, Eurasia, Latin America/ Caribbean, and the Middle East/North Africa.^{xi}

Global Reach and Global Balance: In all, the Athens GFMD attracted more than 450 participants from media development organizations and donor agencies from almost 100 countries. The 2008 Global Forum produced a series of consensus-backed recommendations in key areas of media development, including reforms to the overall enabling environments for media, civil society engagement, new media opportunities and challenges, democratic governance, and monitoring and evaluation. The Athens meeting succeeded in establishing the GFMD as an international membership network with clearly defined goals and management procedures. The broad-based steering committee selected to guide GFMD’s initiatives over the following three years has representatives from 20 independent media development groups from all regions of the world. This membership and governance structure has strengthened GFMD’s capacity to deliver on its commitment to stronger links among local media development NGOs in the context of South-South cooperation, as well as with the larger development aid community.

Media Development Mapping: GFMD is developing a database of its members and their projects -- focus, scale, location, duration, partners, goals, results -- for both internal and external purposes. Once compiled and cross-referenced, this information will provide an invaluable field-based view of the media development sector. This effort will enable the GFMD and its members to form partnerships more easily, and for media funders to identify global and regional trends, needs and potential alliances.

Voices of Women, the Marginalised and the Vulnerable: Though they make up more than half the world's population, women are often marginalised in political decision-making and are often invisible in mainstream media. Global Forum will showcase programmes that give women voice in media and democratic debate, especially women living in poverty. Appropriate representation of women among participants at Global Forum will be ensured. Access and fair portrayal of women in media is integral part of GFMD's mission for free and pluralistic media. Dialogue of media and civil society for building democracy must involve marginalised or vulnerable groups. Understanding and meeting the information needs of poor and marginalised people is central to the GFMD mission. New technologies for empowering marginalised groups are being explored by GFMD members (i.e. the mobile phone as a public information and advocacy tool).

GFMD Information Services: At the Athens GFMD, invited media experts prepared presentations on six key themes: Advocacy strategies; enabling media environments; building respect for media freedom through dialogue with civil society; new technologies; opportunities to give voice to women, the poor, and other marginalised groups; media and democratic governance; monitoring and evaluation. The GFMD also organized donors' meetings involving all relevant institutions active in the field to present and discuss the conclusions of the forum in these six thematic areas. Since the Athens Forum, the GFMD has produced a quarterly on-line newsletter, the GFMD Insider, with news and information that media development organizations should know about important events, projects and trends in the field. The 'Insider' also provides practical guidance on best practices in such areas as monitoring and evaluation, digital technology, and management for media-development groups. The Insider also features insightful interviews with leading media-development funders.

Setting and Meeting Goals: The carefully conceived preparatory process for Athens and the follow-up work since from Brussels enabled the GFMD to fulfill its stated goals of:
Providing an international forum for the discussion of ideas, information and strategies in the field of media development;

Creating a platform for media development practitioners to interact with donors, governments, and opinion leaders, making the case for media development as a primary means of advancing social, economic, and democratic development;

Promoting and disseminating research and analysis of the impact of media development on governance, civic participation, poverty alleviation, crisis response, and markets;

Establishing common standards and ethics that encourage cross-sector cooperation;

*Advancing best practice methods through shared learning, training and evaluation;
[and]*

Educating members, policymakers and the general public on the importance of free, independent, pluralistic and viable media to human and economic development

Ten Common Challenges Identified by Media CSOs in GFMD Regional Forums

1. *A chronic failure of national, regional, bilateral and multilateral development actors to integrate media development and communications strategies into broader development and democratization programmes*
2. *An absence of recognized regional nongovernmental media development and media industry interlocutors for key intergovernmental institutions (regional 'IFIs' or development banks; the AU, OAS, OSCE, etc.)*
3. *An unmet need for regional networks and databases of South-based civil society media organizations of peer-recognized credibility and capability*
4. *Lack of strategic information-sharing among such groups between countries and regions, and between the media-development CSOs and donors*
5. *Avoidable duplication of media-development efforts within countries and sub-regions, especially in the area of journalism training, paralleled by insufficient collective emphasis on transformation change in the overall enabling environment for independent media*
6. *Continuing (and interlinked) under-representation of women in media management and policy-making, and in media content and audiences*
7. *Media outreach, relevance and capacity in poor rural communities*
8. *Viable platforms for minority voices and concerns in national and local media*
9. *The extraordinary communications opportunities and major economic-managerial-regulatory obstacles in media adaptation of digital technologies by cell-phone platforms, broadband and radio-television networks*
10. *The need for more effective linkages between the professional and institutional capacity-building programmes of media-development CSOs and broader civil-society coalitions advocating for greater transparency and accountability in both the public and private sectors in developing countries.*

ⁱ See the current list of 182 GFMD member organizations in the attached annexes

ⁱⁱ Two examples:

- 1) At the inaugural meeting of the Africa Forum for Media Development (AFMD) in Grahamstown, South Africa, on September 7-8 2008, the AFMD members issued an open letter to the Africa Union, the European Union and the OECD urging greater recognition of media development as an integral part of development strategies. "Governments, donors and policy makers need to recognise that media are intrinsic components of democratic development, rather than simply channels for advocacy and promotion of messages in support of development policy," their letter stated.
- 2) The GFMD coordinated and communicated to the European Union and the African Union a critical but constructive joint "Response to the Proposal for a Pan-African Media Observatory" by the GFMD, Article 19, the African Media Initiative (AMI), the International Federation of Journalists (IFJ), the International Freedom of Expression exchange (IFEX)
- 3)

ⁱⁱⁱ The GFMD Code of Practice for Media Development Organisations:

I. Guiding Principles

GFMD members shall not, in the course of their work, violate any person's fundamental human rights, with which each person is endowed. GFMD members fundamentally respect religious, ethnic, gender, political and cultural diversity, but also work to transcend and enable dialogue across divisions sometimes resulting from such diversity. GFMD members shall serve the greater good of freedom of expression and respect of human rights as defined in the Universal Declaration of Human Rights. GFMD members shall seek to develop good relationships and fair partnerships with sister organisations operating in the media sector.

II. Accountability and transparency

GFMD members shall be accountable towards the general public; those beneficiaries whom they serve; those partners they work with; and those who support them. Information provided about GFMD members to those stakeholders shall be accurate, timely and balanced. GFMD members shall seek to be transparent in all their dealings with the public, donors, partners and beneficiaries. GFMD members shall protect and consider any information confidential in case it may endanger (the work of) any of its staff, partners or beneficiaries.

III. Anti-corruption, conflicts of interest and legality

GFMD members shall not engage in, and avoid being a willing partner of, any form of corruption, bribery, or other financial improprieties or illegalities. GFMD members shall never misuse funds and their staff and partners will behave honestly and never accept or pay bribes. GFMD members shall take prompt corrective action whenever wrongdoing is discovered among its staff, contractors, and partners. GFMD members shall be honest and truthful in its dealings with its donors, project beneficiaries, staff, partner organisations and the public in general. GFMD members shall avoid any potential or actual conflict of interest, including institutional affiliations, which might possibly involve a conflict of interest.

IV. Non-profit, non-governmental and independent

GFMD General members are not-for-profit organisations. Any surplus that is generated through the operations of GFMD members is to be utilized solely to help the organisation fulfil its mission and objectives.

GFMD General members are non-governmental organisations. GFMD members are not to be part of, or controlled by, government or an intergovernmental agency. GFMD General members shall maintain their independence. Their vision, policies and activities shall not be determined by others (e.g. for-profit corporations, donors, governments, government officials, political parties) but shall be decided upon solely by the governance structure as laid down in their statutes. GFMD members shall not be rigidly aligned to or affiliated with any political party and shall not seek to implement the policy of any government.

V. Governance and staff

GFMD members shall have an effective governance structure, which reflects the core values, mission and cultural standards of their organisations. GFMD members shall have an independent board that can ultimately be held responsible for all activities and (human and financial) resources of the organisation. The functioning of the board (structure, term, duration, nomination process, grounds for cancellation, responsibilities, frequency and mode of conduct) shall be laid down in the statutes and relevant by-laws of each organisation. GFMD members shall seek to employ capable and responsible staff. GFMD members shall expect from their staff to maintain the highest standards of professional and personal conduct.

VI. Finances and use of funds

GFMD members shall work according to good practice to ensure that financial and legal procedures and safeguards are followed and that fiscal integrity is maintained. GFMD members shall have their financial records audited regularly by a qualified and recognised auditing firm to certify that the organisation is operating in full compliance with the law and in accordance with generally accepted accounting practices. Exceptions will only be permissible in rare circumstances accompanied by full and acceptable information and explanations. GFMD members shall only seek and accept funding which is consistent with their mission.

iv <http://www.seapabkk.org/home.html>

v <http://www.misa.org/>

vi <http://www.fnpi.org/>

vii <http://www.seenpm.org/new/>

viii <http://www.johud.org.jo/> (JOHUD supports media development activity in its broader focus of support for rights-based human development in the MENA region)

ix List of GFMD Athens 2008 Participants in Annex I

GFMD Results Framework: Outcomes, Outputs and Activities

Inputs	Activity	Outputs	Outcomes	Impact/Result
Staff, experts, funds	Consultation process on the conference/working programme themes	Themes and sub-themes defined	Media development community improves advocacy through joint actions	Improved impact of advocacy through joint strategies and actions by GFMD members GFMD becomes community of practice with working programme
Staff, experts, funds	Consultation on GFMD structures	Statutes published	GFMD becomes mentorship network	Media development has recognised community of practice
Staff, experts, funds	Identifying speakers	Speakers invited	Improved knowledge and new ideas for GFMD members, especially in the South	Improved capacity for new programmes and projects implemented by GFMD members
Staff, experts, funds	Commissioning case studies and background documents	Case studies completed Background documents prepared and translated	Transfer of knowledge and experience, creation of database of materials	Improved knowledge and capacity of GFMD members, new projects prepared on basis of case studies and documents
Staff, experts, funds, equipment	GFMD Action Conference	Participants invited and travel organised Conference successfully completed with participation of at least 300 media development organisations, total of 500 participants	Greater involvement of media development organisations in joint actions and strategies, GFMD working programme based on the sub-theme adopted GFMD established as membership network Increased awareness among policy makers and donors on importance of media development	Greater recognition of media development as key component of development work Media development community becomes unified sector with membership Improved knowledge and capacity of GFMD members, especially in the South, South-South partnerships implemented

xi GFMD Steering Committee 2009-2010

Chair Joyce Barnathan, International Center for Journalists (ICFJ), USA

Vice-Chair Manana Aslamazyan, Internews Europe, France

Chairman Emeritus David Hoffman, Internews Network, USA

Asia

Roby Alampay, South East Asian Press Alliance (SEAPA), Thailand

A.S. Panneerselvan, Panos South Asia, India

Ying Chan, Journalism and Media Studies Centre, Hong Kong and Shantou universities, China

Africa

Gabriel Baglo, IFJ Africa Office, Senegal

Jeanette Minnie, Zambezi FoX, South Africa

David Makali, Kenya Media Institute, Kenya

Eurasia

Remzi Lani, South East European Network for Professionalisation of Media (SEENPM), Albania

Katerina Myasnykova, Independent Association of Broadcasters, Ukraine

sharing with

Ognian Zlatev, Media Development Center, Bulgaria

Latin America and the Caribbean

Jaime Abello Banfi, Fundación Nuevo Periodismo Iberoamericano (FNPI), Colombia

Veet Vivarta, Agencia de Noticias dos Direitos de Infancia (ANDI), Brazil

Wesley Gibbings, Association of Caribbean Media Workers, Trinidad and Tobago

Middle East/North Africa

Ali Djerri, Al Khabar, Algeria

Haitham Shibli, Radio Farahnas/ Hashemite Fund for Human Development, Jordan

Hassan Nadir, Chada FM, Morocco

International Caucus

James Deane, BBC World Service Trust, UK

Jesper Hojberg, International Media Support, Denmark

Leon Willems, Press Now, the Netherlands

Mark Wilson, Panos Institute, UK