

Review and Renewal of Commonwealth Media Development Fund (CMDf)

January 2016



The Commonwealth

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Acronyms



APR	Annual Performance Report
CBA	Commonwealth Broadcasting Association
CHOGM	Commonwealth Heads of Government Meeting
CJA	Commonwealth Journalists Association
CMDf	Commonwealth Media Development Fund
CPP	Civil Paths to Peace
CPU	Commonwealth Press Union
DFID	Department for International Development
EBRs	extra-budgetary resources
IIMC	Indian Institute of Mass Communications
MDGs	Millennium Development Goals
RCS	Royal Commonwealth Society
SANEF	South African National Editors' Forum
TF	Thomson Foundation

Executive Summary

In 1979, Heads of Government initiated the Commonwealth Media Development Fund (CMDf) in recognition of the significant role that the media can play in supporting democratic principles, particularly in newly independent Commonwealth countries. Since then, CMDf has supported exchange of expertise and capacity building of the media in member countries through the provision of short-term training. It has also assisted in organising conferences, forums, consultancies and awards.

In 2005, the Commonwealth Secretariat undertook an evaluation of CMDf. It noted that CMDf had been successful in meeting its stated objectives. The positive contributions of the programme were recognised by member countries and by participants alike. However, the study indicated that the fund had fallen short of expectations, as the outcomes of the programme were not adequately measured, and the institutional and sectoral impact was low. The study suggested a different approach to the design, implementation and monitoring of the CMDf programme. The Secretariat subsequently made some organisational, programmatic and policy changes.

From 2005 to 2011, CMDf continued to deliver training programmes, forums and conferences across the Commonwealth in collaboration with specialised media organisations and other partners. In addition, the Secretariat supported and championed media development as part of other programmes. These included building the capacity of the media around elections, and media initiatives advancing the Civil Paths to Peace (CPP) mandate. Funding for CMDf dried up in 2011. Heads of Government reaffirmed their commitment to a free and responsible media in 2013, and requested that the Secretary-General **'review the Commonwealth Media Development Fund in order to examine how it can be renewed in its purpose to build the capacity of a free and responsible media'**.

A performance review found that CMDf's planned outputs were generally achieved. From 1993 until 2011, CMDf administered more than 400 demand-driven activities. Project documentation

was improved and attempts were made to monitor and evaluate project activities following the 2005 evaluation. There is some evidence of CMDf training producing positive outcomes. The overall impact of the programme is, however, difficult to ascertain. CMDf operations were not fully institutionalised within the Secretariat's regular programme of work. They remained outside the remit of the Strategic Plans, and escaped the rigours of the results-based management (RBM) approach to planning, delivery and reporting. Demand-driven training and workshops had a limited impact in terms of organisational or institutional capacity building in member countries.

There remains a strong imperative for media development across the Commonwealth. Moving forward, this report proposes four recommendations for the renewal of CMDf. These are: embedding media development as a strategic outcome within the Strategic Plan, with clearly defined targets, indicators and resources; the development of a Commonwealth media capacity-development strategy, which is inclusive of other relevant mandates such as CPP; the creation of a suite of offline and online media development tools and guidelines to help capacity building in member countries; and exploring strategic partnerships with Commonwealth and specialised media organisations that will allow the Secretariat to leverage resources and maximise impact.

1. Introduction

1.1 Organisation of the report

This report is organised into three sections. The first section provides a background to the establishment of CMDf, a summary of operations to date and the context for this review. The second section addresses the review findings: it provides an in-depth analysis of CMDf operations and outcomes. The third and final section presents a set of plausible recommendations for the renewal of CMDf so that it is focussed, effective and results-oriented.

1.2 Background

The idea of CMDf was initiated by Heads of Government at the 1979 Commonwealth Heads of Government Meeting (CHOGM) in recognition of the vital role that the media can play in supporting democracy and human rights, particularly in the Commonwealth's newly independent countries. Initially conceived of as an exchange programme between members of the media, CMDf's objectives were later broadened to include advocacy and spreading awareness and knowledge around the Millennium Development Goals (MDGs). Heads of Government highlighted the role of the media in 2003, 2005, 2007 and also in 2013. The Commonwealth Charter also alludes to the importance of a 'free and responsible media'.

CMDf became operational in 1980 when it started receiving extra-budgetary resources (EBRs); these were used primarily to build the capacity of the media in developing member countries.¹ The main delivery mechanism was the provision of short-term training programmes to mid-career professionals working in print, radio and television. These courses focussed on technical and contemporary issues including media ethics, reporting on conflict and journalism skills. The Secretariat worked in collaboration with Commonwealth agencies and specialised civil society organisations to deliver training courses. CMDf also supported consultancies, forums, awards, conferences and fellowship schemes. The programme was evaluated in 2005 and

improvements were made in its delivery. Since 2012, it has become dormant due to the lack of funding.

At the 2013 CHOGM, Heads of Government requested that the Secretary-General review CMDf in order to examine how it might be renewed in its purpose to build capacity of the media across the Commonwealth. An internal review has been carried out by the Strategic Planning and Evaluation Division (SPED) of the Commonwealth Secretariat, which recommends a set of proposals for the renewal of CMDf.

1.3 Methodology and limitations

A five-pronged framework was developed to undertake the internal review;² the five facets were relevance, effectiveness, impact, sustainability and renewal. Relevant data was collected systematically and analysed. These data included project design and planning documents, back-to-office reports, course appraisal forms, consultant reports from the previous evaluation, and the Secretariat's annual work plans and Annual Performance Reports (APRs).³ Data analysis was supplemented with primary research consisting of semi-structured interviews with key stakeholders from the Secretariat and partner organisations involved in the delivery of services.⁴

A database of CMDf projects was created for the review. This was organised according to activity title, the year and country of implementation, type of intervention, partner organisations, the number of participants, and the total cost of the activity.⁵ From this database, a subset of projects was reviewed in depth to allow for a detailed investigation of relevance, effectiveness and impact. This selection was guided by the availability of project documentation.

The review faced a number of challenges and limitations, as follows:

¹ See Annex 1 for country-wise EBR contributions made to CMDf from 1980 to 2011.

² See Annex 2, which provides details of the CMDf review framework.

³ See Annex 3 for a list of documents reviewed.

⁴ See Annex 4 for a list of the stakeholders interviewed.

⁵ See Annex 5 for the database of CMDf project activities.

- a. CMDF was implemented in many phases and during the course of several Strategic Plan periods. There were no specific results or budgets assigned for each year, which made it difficult to track the scope of activities, effectiveness and outputs.
- b. The Secretariat has a staff rotation policy, whereby employees rotate off after completing a certain number of years. Various staff members engaged in CMDF activities could not be traced to answer specific questions. This issue was compounded by two very large restructuring exercises.
- c. There were many data gaps, as many project documents and records were missing, and it was not possible to retrieve that information from any other source.
- d. No baselines were set to track progress. Hence it was difficult to see how small activities across many countries had created any impact.

2. Review Findings

2.1 The start and evolution of CMDf

CMDf was created as a voluntary fund to support media exchanges between Commonwealth countries. Pursuant to the recommendations by Heads of Government, the Secretary-General established a nine-person Expert Group. The Expert Group's report, *Communications, Society and Development*, was presented to Heads of Government at the 1981 Melbourne CHOGM. The report made several recommendations based on recognition of 'the role that media can play in assisting society by strengthening participatory democracy and helping to attain national goals'. These included a call to expand the mandate of the fund from the exchange of journalists to include 'specific projects in the various areas of communication training, professional development and the establishment of links between Commonwealth countries'.⁶ Heads welcomed the report and agreed to broaden the mandate of the fund.

The Secretariat established the fund and drafted governance documents, including a statement of objectives, a delineation of the role of the Secretariat in the administration and management of the fund, the scope of activities and expected outcomes. In 1983, the Secretariat also proposed changing the name of the fund from the Commonwealth Media Exchange Fund to the Commonwealth Media Development Fund.

In a 2004–05 CMDf Strategy Paper, the overarching objective of the fund was described as 'to help promote democracy, good governance and the achievement of the Millennium Development Goals'. CMDf's specific objectives included strengthening the capacity of print and broadcast media in member countries to raise awareness of the MDGs and enhancing freedom of expression by promoting sound, effective journalism.

2.2 CMDf performance

CMDf primarily operated as a demand-driven programme, responding to requests by member countries and proposals by specialised media and civil society organisations. It provided monetary and administrative support to projects dedicated to developing the capacity of broadcast, print and radio in Commonwealth countries, with a focus on low-income countries and small states.

To initiate projects, partner organisations or specialised media organisations submitted proposals to the Commonwealth Secretariat. These proposals were evaluated to ensure that they were in line with the objectives of CMDf and were either approved or rejected. In some select instances, the Secretariat initiated projects on its own, or responded to requests for support by member countries by organising conferences and forums.

CMDf's primary modes of delivery consisted of five types of interventions, namely: training courses, consultancies, support to conferences,

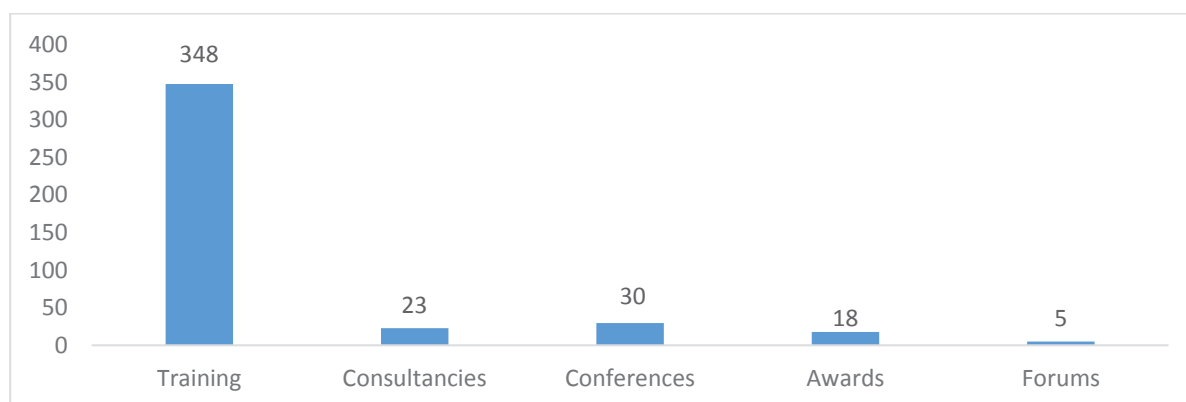
Table 2.1 : CMDf project activities (1994–2003)

Type	Total no.	% Total initiatives	Total cost (£)	% Total cost
Training	230	82	1,431,919	75
Consultancies	18	6	116,616	6
Conferences	20	7	242,269	13
Awards	13	5	112,500	6
Total	281	100	1,903,304	100

Source: Paterson, I (2005), 2005 CMDf Evaluation, Commonwealth Secretariat, London

⁶ Commonwealth Secretariat (1980), *Communications, Society and Development: Report of a Commonwealth Committee on Communications and the Media*, Commonwealth Secretariat: London.

Figure 2.1: Type of initiatives supported (1994–2012)



Source: CMDf project files

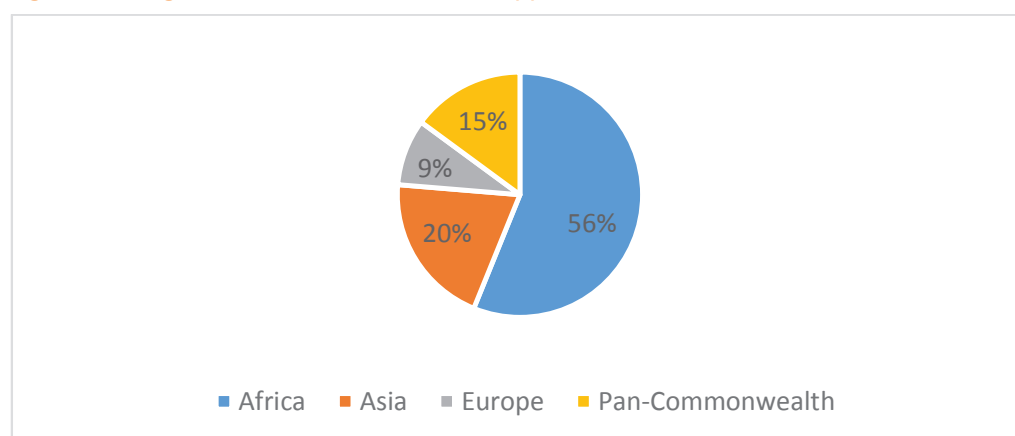
awards and forums.⁷ An evaluation of CMDf was commissioned by the Secretariat in 2005, which showed that from April 1994 to March 2004, a total of 281 activities had been supported at a cost of £1,903,304. Up until 2000, CMDf supported between 30 and 45 initiatives a year; this had decreased to 20 per year by 2003. Table 2.1 identifies the modes of delivery and cost of these initiatives.

The 2005 evaluation of CMDf covered ten years (from 1994/95 to 2004/05) of the fund, and made several recommendations. The review evidence shows that CMDf met its primary objective of delivering short-term training programmes, and helped build capacity of mid-career media professionals in Commonwealth countries. However, the review stated that there was no evidence of personal development of media

professionals translating into any organisational or institutional changes. It was also noted that weak project planning, development, monitoring and reporting arrangements, as well as lack of proper governance of the programme, meant that the desired long-term impact was not created.

CMDf was reformed and restructured following the 2005 evaluation report. The administrative, project management and human resource capabilities of CMDf were strengthened. The process for grant application was also simplified, while a competitive bidding system was initiated, and project completion reports were introduced. A CMDf webpage (www.commonwealth.org/cmdf) was created to provide a key portal and platform for information. Nonetheless, short-term training remained the dominant mode of delivery for CMDf, even following implementation of the CMDf

Figure 2.2: Regional distribution of CMDf-supported activities (2004–12)



Source: CMDf project files

⁷ See Annex 6 for details.

Table 2.2 : Indicative costs of regional, in-country and virtual interventions (2008/09)

Type of intervention	Project title	Duration	Location	Cost (£)
Awards programme ⁸	Commonwealth Vision Awards (co-funded by the Secretariat)	-	London	25,000
In-country training programme	Conflict Resolution Journalism	5 days	Sri Lanka	8,676
In-country training programme	The media's role in achieving 'Health for All' by 2015 – is it really possible?	One week	Zambia	10,318
Online training	Newsroom Management	12 weeks	Pan-Commonwealth	5,712

evaluation recommendations. Figure 2.1 shows the type and number of events that were supported from 1994 until 2012, when CMDf activities came to an end.

Figure 2.2 presents the regional distribution of CMDf initiatives from 2004 to 2012. It is noteworthy that more than 50 per cent of these activities were delivered in the Africa region.

The costs of CMDf workshops and seminars varied greatly, depending on the number of participants, the duration of the course and the region in which the course was administered. In general, it was found that courses administered virtually, through distance learning, demonstrated better value for money. Table 2.2 details the costs of a representative cross-section of interventions held within the same year, to provide a 'value for money' perspective on the different types of interventions.

The review found that the CMDf portfolio of interventions directly contributed towards a range of outcomes, including: the training and capacity building of hundreds of journalists across the Commonwealth; increased awareness of the MDGs and the Secretariat's efforts to attain them; the development of codes of conduct and guidelines for the media; the forging of alliances between civil society organisations and the media to promote development and greater transparency; and commitments by governments

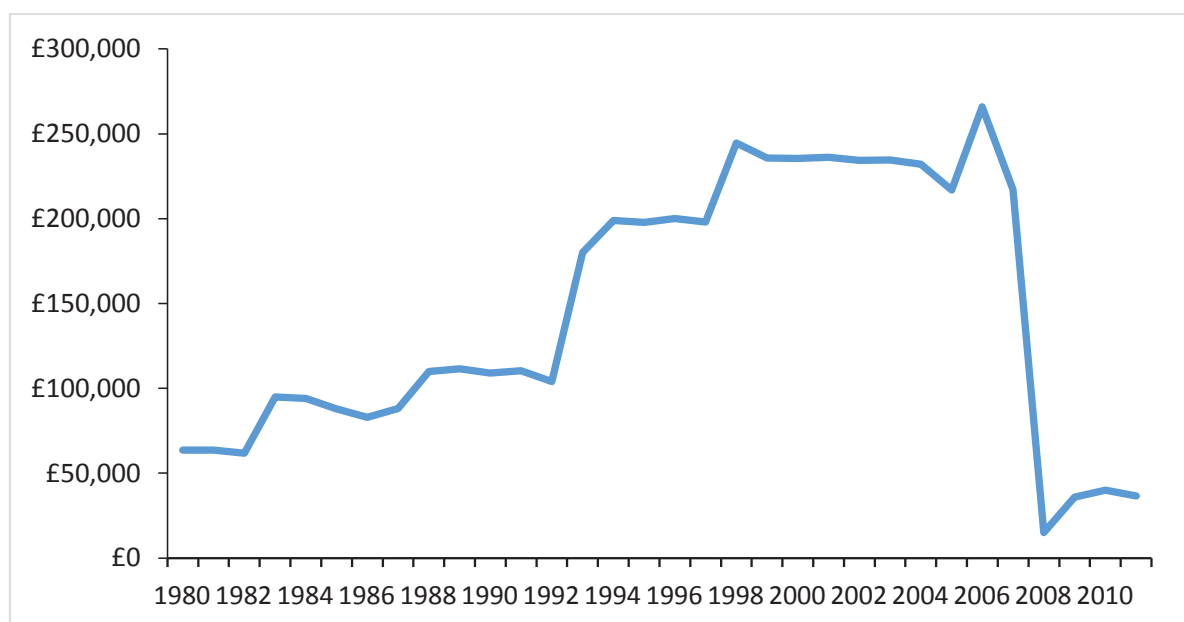
and the media to promote more responsible reporting. Selected success stories from CMDf interventions are included in Annex 7.

A successful by-product of the CMDf initiative was media capacity development around elections observation. For the past two and a half decades, media experts have accompanied more than 60 Secretariat election observation missions to assess the media environment around elections. Many election observation reports have contained recommendations about the state of the media, codes of conduct during and between elections, and a way forward for the Secretariat and member countries. In 2009, the Secretariat published a book, *Eyes of Democracy: The Media and Elections* (Esipisu and Khaguli 2009), which emphasised the crucial role that the media plays in ensuring that elections are conducted fairly.

Another feature of media development, not directly linked to CMDf, was the CHOGM 2007 Civil Paths to Peace (CPP) mandate. CPP highlighted the importance of media development and capacity building to promote peace, respect and understanding. The Secretariat, while taking this mandate forward, focussed on media capacity development in areas such as the use of 'multiple narratives' in a story; better reporting on conflict issues; development of a voluntary code of conduct for the media; and better portrayal of women in the media. In 2009, the Secretariat also organised a conference on 'Reporting on Education – Respect and Understanding' in collaboration with the Asia-Pacific Institute for Broadcast Development (AIBD).

8 As one of its CMDf interventions, the Secretariat co-funded the Commonwealth Vision Awards, an initiative of the Royal Commonwealth Society (RCS) that aimed at encouraging the creation of short films on the Commonwealth and on development themes.

Figure 2.3: Contributions received for CMDF (1980–2011)



Source: CMDF project files

2.3 Financial contributions made to CMDF

The main contributors to CMDF have been the UK, Australia and India, with the UK, through the Department for International Development (DFID), providing the majority of funding (approximately 90 per cent). The first tranche, £63,700, came in 1980. Funding for CMDF kept on increasing. It crossed the £100,000 mark in 1988. By 1996, CMDF annual funding reached £200,000 a year and peaked in 2006. However, funding declined drastically in 2008, to £15,000, and never recovered. The fund received its final contribution in 2011. Figure 2.3 shows the changes in CMDF funding over the years.

3. Recommendations for the Renewal of CMDf

Recommendation 1: Keeping in view the importance of media in the contemporary world, **CMDf should be revived and institutionalised through the Secretariat's Strategic Plan as a result area** and should become an integral part of the work programme with clearly defined results, indicators and resources. This should be supported with a results-based monitoring, evaluation and reporting framework.

In May 2013, the Commonwealth Secretariat launched its 2013/14–2016/17 Strategic Plan following extensive consultation with member governments, and drawing upon the recommendations from Heads of Government and lessons learned from its past work. The plan reflects the shared priorities of member countries and outlines three long-term goals, six strategic outcomes and three enabling factors. Despite the importance of media development in promoting the stated priorities of successive Strategic Plans, CMDf has not been incorporated as a specific, independent results area within the past three Strategic Plans, including the new plan. This has had significant impact for the planning, implementation and monitoring of CMDf projects, as well as allocation of resources through the regular budgeting process. Incorporating media development as a specific, independent results area within the Strategic Plan would allow this programme to become a priority area for the Secretariat, and would facilitate the development of a focussed, results-oriented work plan to further the objectives of CMDf. The development of a results-oriented framework would also allow for the systematic monitoring and evaluation of the impact of the Secretariat's support to media development in member states.

Recommendation 2: The Commonwealth Secretariat should develop a **media development strategy for the Commonwealth**, identifying clear action areas, baselines, targets and indicators.

The demand-driven delivery approach meant that areas for concrete actions, based upon the comparative and competitive advantages of the Commonwealth, were not identified during CMDf implementation. This approach helped to fill short-term capacity gaps and assisted mid-term professionals in member countries. It did not, however, result in sustainable capacity building. Moving forward, an important first step for the Secretariat will be to design a comprehensive and robust media development strategy that highlights the state of the media across the Commonwealth. This should include an overview of media development in Commonwealth countries, including key issues relating to freedom of expression, enabling policy frameworks, independence of media, media systems and capacity-building needs. Using a Commonwealth-wide media development strategy, the Secretariat can plan systematically to support organisations and institution building in member countries for a sustainable impact in this area.

Recommendation 3: The Commonwealth Secretariat, in partnership with specialised media organisations, should **develop a suite of high-quality capacity-development tools** – training modules, codes of conduct and guidelines. These tools should be in line with the media development strategy and available both online and offline.

More than 600 journalists and media professionals benefitted from CMDf over three decades. The modes of programme delivery included: training courses, consultancies, and support to conferences, awards and forums. The review of CMDf found that there was a demand for generic capacity-development tools in Commonwealth member countries that could be tailored to local needs. In addition, virtual courses that were administered through distance learning were more

successful than other interventions in terms of value for money and outreach. Provision of grants for awards and forums had a very limited impact. Going forward, the provision of a suite of relevant tools would go a long way in building the capacity of Commonwealth countries in the areas of democracy, development and diversity. This suite of tools should include capacity-building materials related to those areas where media capacity-development efforts have been successful (such as election observation) and related CHOGM mandates (such as promotion of respect and understanding).

Recommendation 4: The Secretariat should explore **strategic partnerships** with media organisations and international development agencies working to develop capacity within the media, to leverage resources and achieve better value for money.

The review found that the delivery of CMDF programmes through specialised media organisations resulted in effective dissemination of knowledge, networking and better outcomes. Partnerships will be essential to ensure the sustainability of the Secretariat's efforts and contribute towards overall capacity building by strengthening partner organisations. The Secretariat should leverage previous experience and its comparative advantage and approach media development as a multistakeholder endeavour, working in partnership with member governments, relevant Commonwealth organisations and media players. The Secretariat may also consider acting as an independent interlocutor, allowing for the exchange of ideas and good practice across member countries, and facilitating new linkages between important stakeholders.

Once approved by Heads of Government, the Commonwealth Secretariat can take these recommendations forward, subject to the availability of funding.

Annexes

Annex 1: Country-wise contributions to CMDf, 1980 to 2011

Year	UK (DFID)	India	Australia	Mauritius	The Gambia	New Zealand	Total
1980	£25,000		£38,700				£63,700
1981	£25,000		£38,700				£63,700
1982	£25,000		£36,800				£61,800
1983	£50,000		£45,000				£95,000
1984	£50,000		£44,100				£94,100
1985	£50,000		£38,000				£88,000
1986	£50,000		£32,900				£82,900
1987	£50,000		£38,085				£88,085
1988	£75,000		£34,800				£109,800
1989	£75,000		£36,500				£111,500
1990	£75,000		£34,000				£109,000
1991	£75,000		£35,400				£110,400
1992	£75,000		£29,000				£104,000
1993	£180,000		-				£180,000
1994	£180,000		£19,000				£199,000
1995	£180,000		£17,800				£197,800
1996	£180,000		£20,000				£200,000
1997	£180,000		£18,000				£198,000
1998	£200,000	£18,000	£14,800	£1,860	£620	£9,280	£244,560
1999	£200,000	£19,000	£16,800				£235,800
2000	£200,000	£19,900	£15,600				£235,500
2001	£200,000	£21,300	£14,800				£236,100
2002	£200,000	£19,600	£14,800				£234,400
2003	£200,000	£18,100	£16,400				£234,500
2004	£200,000	£16,500	£15,600				£232,100
2005	£200,000	£16,900	-				£216,900
2006	£250,000	£16,000	-				£266,000
2007	£200,000	£17,000					£217,000
2008	-	£15,000					£15,000
2009		£36,000					£36,000
2010		£40,000					£40,000
2011		£36,500					£36,500

Annex 2: CMDF review framework

Evaluation criteria / issues	Questions
Relevance: The extent to which Secretariat assistance was suited to the priorities of member countries	<ul style="list-style-type: none"> • What are the objectives of CMDF and are they relevant to the needs of member countries? • Are the aims and objectives of CMDF consistent with the Secretariat's strategic priorities, as outlined in the Strategic Plan? • Does the Secretariat have a competitive advantage in media development?
Effectiveness: The measure of the extent to which the activity attains its objectives	<ul style="list-style-type: none"> • To what extent have Secretariat plans achieved their objectives? • What were the factors that have hindered or helped the realisation of these objectives? • How effective has the relationship between Secretariat divisions been in the delivery of programme results?
Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended on unintended	<ul style="list-style-type: none"> • Has Secretariat assistance made a difference and has there been any identifiable change? What has happened as a result of the programme or project and what is the evidence of this change? • What would have happened without the Secretariat's involvement? • To what extent has Secretariat assistance contributed towards capacity development and the strengthening of institutions? • What are the positive or negative effects resulting from Secretariat assistance?
Sustainability: Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after funding has ceased	<ul style="list-style-type: none"> • To what extent did the benefits accruing from Secretariat interventions continue after the funding ceased? • What are the major factors that influenced the achievement or non-achievement of the programme?
Renewal: How best to move forward on this front	<ul style="list-style-type: none"> • In the future, what should be the focus of the programme of assistance? • How can the Secretariat ensure that its assistance will yield demonstrable results? • What are the lessons to be learnt in the design and delivery of future assistance? • Should the Secretariat do things differently in order to be more effective?

Annex 3: List of documents reviewed

Esipisu, M, and IE Khaguli (2009), *Eyes of Democracy: The Media and Elections*, Commonwealth Secretariat, London.

Sen, A (Ed.) (2008), *Civil Paths to Peace: Report of the Commonwealth Commission on Respect and Understanding*, Commonwealth Secretariat, London.

Commonwealth Secretariat documents

Commonwealth Secretariat (2005), *Final Report: 2005 Pakistan Local Bodies Election: Report of the Commonwealth Expert Team*, Commonwealth Secretariat, London.

Paterson, I (2005), *Evaluation of the Commonwealth Media Development Fund*, Evaluation Series No. 76, Commonwealth Secretariat, London.

CHOGM communiqués

- Lusaka, Zambia, 1979
- Abuja, Nigeria, 2003
- Valetta, Malta, 2005
- Kampala, Uganda, 2007
- Perth, Australia, 2011
- Colombo, Sri Lanka, 2013

Strategic Plans

- Strategic Plan for 2004/05–2007/08
- Strategic Plan for 2008/09–2011/12
- Strategic Plan for 2013/14–2016/17

Commonwealth Media Development Fund documents

- *Communication, Society and Development: A Report of a Commonwealth Committee on Communication and the Media* (1980)
- *Commonwealth Media Development Fund: Strategy Paper 2004–2005*

- *Issues Paper: The Commonwealth Media Development Fund* (2014)

Back-to-office reports (BTORs)

- BTOR: Forum on Post-Conflict Reconstruction, Sierra Leone, January 2011
- BTOR: Eduardo del Buey: Rwanda Media Forum, March 2011
- BTOR: Hannah Bennett: In-Service Development Journalism Programme, November 2010

Annual Performance Reports (APRs)

- Annual Performance Report 2003/04
- Annual Performance Report 2004/05
- Annual Performance Report 2005/06
- Annual Performance Report 2006/07
- Annual Performance Report 2007/08
- Annual Performance Report 2008/09
- Annual Performance Report 2009/10
- Annual Performance Report 2010/11
- Annual Performance Report 2011/12
- Annual Performance Report 2012/13

Annex 4: List of people interviewed

Commonwealth Secretariat:

- Victoria Holdsworth, Interim Director and Spokesperson, Communications Division
- Rebecca Scott, Programme Co-ordinator, Communications Division

Commonwealth Foundation:

- Vijay Krishnarayan, Director, Commonwealth Foundation

Commonwealth Journalists Association:

- Chris Cobb, Vice Chair
- Rita Payne, President

Annex 5: CMDF activity/projects database

	Year	Project	Partners	Venue / Country	Expenditure
1	1994/95	Workshops for Sub-Editors and Junior Reporters (Print) (5 days)	Commonwealth Press Union (CPU)	South Africa	£2,900
2	1994/95	Seminar for Senior Editors (Mixed) (2 days)	Wolfson College	Southern Africa Premier Group, Johannesburg	£1,001
3	1995/96	Media Management: An Introduction to Basic Principles (Print) (4 days)	CPU	South Africa	£2,600
4	1995/96	Business Journalism Course (Mixed) (2 weeks)	Commonwealth Broadcasting Association (CBA)	South African Broadcasting Corporation, Johannesburg	£14,590
5	1995/96	Training Course in Journalistic Skills and Rural Reporting (Mixed) (2 weeks)	Commonwealth Journalists Association (CJA)	University of the North West, Mmabatho, South Africa	£4,385
6	1995/96	Advertising Sales Display & Classified – Professional Selling in Print (Print) (2 weeks)	CPU	Upali Newspapers, Colombo, Sri Lanka	£3,400
7	1995/96	News Reporting & Radio Journalism Course (Radio) (1 week)	CBA	Lesotho	
8	1995/96	News Reporting & Radio Journalism Course (Radio) (1 week)	CBA	The Gambia	
9	1995/96	Regional Newspaper Design Clinic for Senior Editors (included journalists from three other West African countries) (Print) (8 days)	CPU	Accra, Ghana	
10	1995/96	Training Course in Financial Journalism (Mixed) (2 weeks)	CJA	Ghana Journalists Association, Accra, Ghana	£4,967
11	1996	Health Reporting Course	CPU	Uganda	£5,000
12	1997/98	Dynamic News Editing – Regional Training Course (Print) (1 week) (regional)	CPU	CPU Ghana Section & The Statesman, Accra, Ghana	£9,236
13	1997/98	Television Production Course (TV) (2 weeks)	CBA	Ghana Broadcasting Corporation, Accra, Ghana	£4,246
14	1997/98	Audience Research/Marketing Training and Consultancy (Mixed) (1 week)	CBA	Ghana Broadcasting Corporation, Accra, Ghana	£5,611
15	1996/97	Training Course in Financial Journalism (Mixed) (2 weeks)	CJA	Ghana Association of Journalists, Accra, Ghana	£6,509
16	1996/97	TV Techniques Course for The Gambia (TV) (2 weeks)	CBA	Gambia Television (GAMTEL), Banjul, The Gambia	

	Year	Project	Partners	Venue / Country	Expenditure
17	1996/97	Two short courses: The Emerging Press – Editorial Skills & Training & Developing the Editorial Team (Print) (1 week)	CPU	CPU, South Africa	£1,816
18	1996/97	Workshop on Reporting Africa by Africans (Mixed) (2 days)	CJA	The Institute for the Advancement of Journalism, Johannesburg, South Africa	£2,207
19	1997/98	News, Current Affairs, General Production and Management for Newly Formed Rural Community Radio Stations (Radio) (4 weeks)	Thomson Foundation (TF)	Independent Broadcasting Authority, Johannesburg, South Africa	£5,683
20	1997/98	Contribution/Grant to Commonwealth Editors Forum & CPU Biennial Conference in South Africa (Print) (11 days)	TF	South Africa	£10,000
21	1997/98	Feature Writing and Gender (Print) (1 week)	CPU	CPU Sri Lanka	£2,379
22	1997/98	Audience Research/Marketing Training and Consultancy (Mixed) (1 week)	CBA	The Gambia Radio & Television Service, Banjul, The Gambia	
23	1997/98	Television Production Course (TV) (2 weeks)	CBA	The Gambia Radio & Television Service, Serrekunda, The Gambia	£4,518
24	1997/98	Dynamic News Editing – regional training course (Print) (1 week)	CPU	CPU Ghana Section & The Statesman, Accra, Ghana	£9,236
25	1997/98	Television production course (TV) (2 weeks)	CBA	Ghana Broadcasting Corporation, Accra, Ghana	£4,246
26	1997/98	Audience research/marketing training and consultancy (1 week)	CBA	Ghana Broadcasting Corporation, Accra, Ghana	£5,611
27	1998/99	Health Reporting: What makes News? Especially Related to Women & Children (Print)	CBA	The Gambia Press Union, Banjul, The Gambia	£3,376
28	1998/99	Responsible reporting seminar (Print) (2 weeks)	TF	Ghana	£5,080
29	1998/99	News and Feature Writing (Print) (2 weeks)	TF	Newspaper Editors' Guild, Sri Lanka	£5,164
30	1998/99	Television training workshop (TV) (2 weeks)	CBA	Rupavahini Corporation, Colombo, Sri Lanka	£4,326
31	1998/99	Management Skills for Mid-level Editorial Managers (Print) (1 week)	CPU	CPU South Africa Section	£2,307

	Year	Project	Partners	Venue / Country	Expenditure
32	1998/99	News, Current Affairs, General Production and Management for Newly Formed Rural Community Radio Stations (Radio) (4 weeks)	TF	Independent Broadcasting Authority, Johannesburg, South Africa	£5,349
33	1998/99	Basic Radio Skills (Radio) (2 weeks)	CBA	National Broadcasting Service, Lesotho	
34	1999/2000	Newspaper Management & Marketing (Print) (1 week)	CPU	Accra, Ghana	£7,551
35	1999/2000	Television in the Field Production Focussing on Rural Coverage (TV) (2 weeks)	CBA	Ghana Television, Accra, Ghana	
36	1999/2000	Round 2 Scriptwriting Workshop for TV Drama (TV)	ScriptNet	Ghana	£1,652
37	1999/2000	Television in the Field Production Focussing on Rural Coverage (TV) (2 weeks)	CBA	The Gambia Radio & Television Service	
38	1999/2000	Newspaper Management & Marketing (Print) (1 week) (regional)		Accra, Ghana	£7,551
39	1999/2000	Studio/Transmitter Maintenance, Technical Development and Emergency Preparations for TV Stations in the Caribbean (TV) (1 week)	CJA	Antigua & Barbuda Broadcasting Service, Saint John's	
40	1999/2000	Pre-CHOGM Editors' Symposium	Media Institute for Southern Africa (MISA)	South Africa	£7,517
41	1999/2000	Management Skills at Newsdesk Level (Print) (1 week)	CPU	British Council, South Africa	£3,232
42	1999/2000	Regional Workshop on Reporting Poverty in South East Africa (Print) (2 weeks)	TF	Media Institute for South Africa	£4,449
43	2000/01	CBA XXIII General Conference (4 days) (Mixed)	CBA	South Africa	£12,000
44	2000/01	Community Radio Stations in South Africa (Radio) (4 weeks)	TF	Institute for the Advancement of Journalism, Johannesburg, South Africa	£5,241
45	2000/01	Bite Without Leaving the Teeth Marks (Print) (1 week)	TF	South Africa	£4,146
46	2000/01	National Skills and Training Audit (Mixed) (4 weeks)	South African National Editors' Forum (SANEF)	Lesotho	£15,610
47	2000/01	TV News/Human Rights (TV) (2 weeks)	TF	Rupavahini Television Corporation, Colombo, Sri Lanka	£5,029

	Year	Project	Partners	Venue / Country	Expenditure
48	2000/01	Serial Scriptwriting and Production for the Sub-Continent (TV) (1 week)	CPU	SLTTI, Sri Lanka	£3,232
49	2000/01	TV News/Human Rights (TV) (2 weeks)	TF	Rupavahini Television Corporation, Colombo, Sri Lanka	£5,029
50	2000/01	Transmitter and Studio Engineering and Maintenance Skills course (Radio) (1 week)	CBA	Lesotho National Broadcasting Service	
51	2000/01	Health Programme for Africa (included seven other countries) (Mixed) (6 months) (project co-funded with World Bank Institute)	CBA	Lesotho	£6,897
52	2000/01	Economic and Financial Writing (Print) (1 week) (regional)	CPU	Ghana	£11,898
53	2000/01	Journalists and Politicians – Bridging the Gap (Print) (1 week) (Co-funder: British Council)	TF	Ghana	£4,333
54	2000/01	Production/Directing Workshop Programme (Module II) (TV) (9 weeks)	ScriptNet	Ghana	£8,493
55	Nov 2001	Workshop on Reporting HIV/AIDS in the Pacific (4 days)	CPU	Centre for International Journalism, Brisbane, Australia	£15,239
56	Dec 2001	Gender Sensitisation and the Media (training course) (6 days)	Indian Institute of Mass Communications (IIMC) Delhi	New Delhi, India	£15,672
57	2001/02	Self-regulatory Systems in the Commonwealth Press (Print) (2 days)	CPU	Ghana	£19,020
58	2001/02	Scriptwriting for Series & Sitcoms for TV (TV) (4 weeks)	ScriptNet	Association of Screenwriters of Ghana and Ghana Broadcasting Corporation, Accra, Ghana	£4,326
59	2001/02	Producing Series & Sitcoms for TV (TV) (4 weeks)	ScriptNet	Association of Screenwriters of Ghana and Ghana Broadcasting Corporation, Accra, Ghana	£3,639
60	2001/02	Module IV Camera & Lighting for TV Drama (TV) (9 days)	ScriptNet	Ghana Broadcasting Corporation, Accra, Ghana	£6,126
61	2001/02	Module IV Sound Recording & Design (TV) (9 days)	ScriptNet	Ghana Broadcasting Corporation, Accra, Ghana	£6,126

	Year	Project	Partners	Venue / Country	Expenditure
62	2001/02	Developing Journalism Training Expertise in the Commonwealth, Phase I: A Train the Trainer Programme I for Ghana (Mixed) (5 days)	CJA	Ghana	£14,832
63	2001/02	Election Reporting (Mixed) (5 days)	CJA	The Gambia Press Union, Banjul	£4,723
64	2001/02	Pre-election Reporting workshop (Mixed) (2 weeks)	TF	Lesotho	£5,720
65	2001/02	Screenwriting for TV Drama – workshop (TV) (6 weeks)	ScriptNet	Sri Lanka Media Training Institute	£10,473
66	2001/02	Highway Africa 2001 (Mixed) (5 days) (regional)	CPU	Rhodes University, Grahamstown, South Africa	£9,644
67	2001/02	National Skills and Training audit (Mixed) (4 weeks)	SANEF		£15,610
68	Oct 2002	CBA 24th General Conference (co-funded with DFID)	DFID funded / CBA	Manchester, UK	£11,947
69	2002/03	5th Commonwealth Editors' Forum & CPU Biennial Conference (Print) (1 week)	CPU	Sri Lanka	£13,373
70	Oct 2002	Training course in Electoral Reporting and Editing Skills	CJA	Mombasa, Kenya	£6,583
71	2002/03	Reporting the Peace: The Changing Needs of a Marginalised Society (Print) (2 weeks)	CPU	Sri Lanka	£6,792
72	Jan 2003	Reporting in a Culturally Diverse Environment (7 days)	IIMC	New Delhi, India	£18,574
73	2002/03	ScriptNet Module 1, Round 1 Screenwriting (TV) (10 days)	ScriptNet	Sri Lanka	£6,433
74	2002/03	ScriptNet Module 1, Round 2 Screenwriting (TV) (4 weeks)	ScriptNet	Sri Lanka	£7,130
75	2002	Towards a Government Film Policy (TV) (5 months)	CBA	Accra, Ghana	£6,826
76	2002	Self-regulatory Systems in the Commonwealth Press (Print) (2 days)	CPU	The British Council, Accra, Ghana	£19,020
77	Jan 2003	Commonwealth Media Workshop: Reporting in a Culturally Diverse Environment (7 days)	IIMC	New Delhi	
78	Jan–Mar 2003	African Media Roundtable Series	Foundation for African Media Excellence (in South Africa)	Johannesburg, South Africa	

	Year	Project	Partners	Venue / Country	Expenditure
79	2002	Developing Journalism Training Expertise in the Commonwealth, Phase I: A Train the Trainer Programme, Caribbean Commonwealth countries	CJA		£13,875
80	2003	Reporting the Peace: The Changing Needs of a Marginalised Society	CPU	Tanga, Tanzania	£6,792
81	2003	Malaria and the Media: Advocating Health Policy and Practice in Tanzania (partly-funded project)	CPU	Tanga, Tanzania	
82	2003	5th Commonwealth Editors' Forum	CPU	Kandy, Sri Lanka	£13,373
83	2003	Distance learning course – Political Reporting in Africa: Eastern, Southern & Western Africa	CPU	Southern and Western Africa	£12,343
84	2003	Health programmes focussing on HIV/AIDS (Mixed) (7 days)	CBA	Sri Lanka	£12,000
85	2003	Training Workshop and General Consultancy Advice for Parliamentary Journalists in Malawi	TF	Malawi	£6,724
86	2003	Caribbean Regional TV Skills: News & Current Affairs Courses (part-funded project) (two 4-day courses)	TF	Bridgetown, Barbados	£6,107
87	2003	Press Fellowship Programme – CMDf funding for two candidates (one from Kenya and one from Ghana for the Press Fellowship)	The Wolfson College, Cambridge	Cambridge, UK	£6,750 per fellowship for two fellows £13,500
88	2003	Basic Radio Training (Radio) (partly-funded project) (10-day course)	TF	Zambia	£6,435
89	2003	Newspaper Marketing & Management (12-day course)	CPU	Freetown, Sierra Leone	£5,477
90	Oct 2003	ScriptNet REEL PEACE Director's Workshop	ScriptNet	Jaffna, Sri Lanka	£8,700
91	24 Nov 2003	One World Fellowships Scheme 2003	Elizabeth R Broadcasting Fund	London, United Kingdom	£10,000
92	Jan–Feb 2004	Dramatized documentaries: Interactive Community Filmmaking	ScriptNet	Jaffna, Sri Lanka	£9,870
93	Jan 2004	Budget Reporting for Bangladesh's Newspapers (4 days)	CJA	Bangladesh	£6,000
94	Jan 2004	Economic & Financial Reporting in The Gambia (4 days)	CJA	The Gambia	£5,250
95	Dec 2003	Grants for Journalists to attend CHOGM 2003		Abuja, Nigeria	£5,700

	Year	Project	Partners	Venue / Country	Expenditure
96	Dec 2003	Pre-CHOGM Editors' Symposium	CPU		£18,000
97	Dec 3003	Grants for Journalists to attend CHOGM 2003			£14,295
98	Dec 2003	Grants for Journalists to attend CHOGM 2003			£1,526
99	Feb 2004	Developing a Global Partnership for Development	CPU	The Gambia	£5,000
100	Feb 2004	Reporting on Combating HIV/AIDS and other Health issues (5 days)	CPU	Blantyre, Malawi	£9,000
101	Feb 2004	Promoting Gender Equality & Empowering Women (4 days)	CPU	Lusaka, Zambia	£4,000
102	2003/04	Developing a Global Partnership for Development	CPU	Bangladesh / small island states	£13,000
103	Mar 2004	HIV/AIDS and Human Rights Training for Radio in Zambia	TF	North East Zambia	£5,629
104	Feb 2004	Conflict in the Commonwealth – A Journalists' Forum	CJA	Belfast, Northern Ireland	£13,000
105	2003/04	IT for Radio & TV Journalists in the Caribbean (eight 3–4 day courses)	CBA	Jamaica, Saint Kitts, Cayman, Saint Vincent, Guyana, Barbados	£14,273
106	2004	Broadcasting Effective Health Programmes (five 3–4 day courses)	CBA	Swaziland, Namibia, Lesotho, Malawi	£7,396
107	2004	CBA General Conference	CBA	Fiji Islands	£9,420
108	2004	Fiji course, conference and workshops: Management for Senior Radio & TV Staff		Fiji Islands	£14,500
109	2004	Rural Reporting in Bangladesh	TF	Bangladesh	£11,264
110	2004	Workshop on the Role of the Media in Promoting Governance and Democracy	CJA	Georgetown, Guyana	£12,750
111	2004	ScriptNet Module VI: Health TV Drama Series: News and Features for East Africa Area	ScriptNet	Accra, Ghana	£3,042
112	Oct–Nov 2004	One World Broadcasting Trust Fellowships		London, UK	£3,250
113	2004	ScriptNet Module VI: Health TV Drama Series: News and Features for East Africa Area		Mauritius and Seychelles	£6,944
114	2004	ScriptNet Module VI: Health TV Drama Series: News and Features for West Africa Area		The Gambia and Nigeria	£9,816

	Year	Project	Partners	Venue / Country	Expenditure
115	2004	Programme Production and Presentation Skills: News and Features for South Africa		South Africa	£3,326
116	2004	Nigeria TV News and Presentation Course			£4,469
117	2004	Consultancy on Broadcasting Guidelines		Gaborone, Botswana	£4,059
118	2004	Botswana Television Human Resources Consultancy		Gaborone, Botswana	£5,556
119	2004	Evaluation of Management Project, Fiji Islands			£2,123
120	2004	Consultancy: Media Code of Ethics for Samoa + 2 weeks report writing in UK		Samoa and UK	£8,812
121	2004	Reel Peace: Scriptwriting for Drama		Freetown, Sierra Leone	£3,592
122	2004	Commonwealth Vision Awards		London, UK	£19,000
123	Oct 2004	CMDf funding of Media Training Needs Assessment Mission		Pakistan	£1,000
124	2004	Media training workshop on Reporting Development: The Media and Millennium Development Goals	IIMC	New Delhi, India	
125	Feb 2005	Workshop on the Role of the Media in Promoting Governance and Democracy (3 days)		Georgetown, Guyana	£5,235
126	Nov 2005	The Media and the Millennium Development Goals: Making a Difference (one-day conference)		Malta	£2,489
127	2005/06	Caribbean Radio & TV Management Training (Mixed)	CBA	Barbados	£11,650
128	2005/06	Evaluation of the impact of a 2004/05 course by the CBA, UK (Mixed)	CBA	UK	£2,843
129	2005/06	Management consultancy, Radio & TV (Mixed)	CBA	Rupavahini Corporation, Colombo, Sri Lanka	£5,615
130		CBA Radio and TV consultancy (14 days) (co-funded by ER Fund)	CBA	Kampala, Uganda	£2,571
131	2005/06	CBA Conference and Workshops on Effectiveness and Evaluation (Mixed)	CBA	Delhi, India	£10,000
132	2005/06	CBA distance learning – Radio Production (Radio) (13-week internet course)	CBA	London, UK	£10,102
133	2005/06	Health and Media (Mixed)	CBA	Dhaka, Bangladesh	£5,142

	Year	Project	Partners	Venue / Country	Expenditure
134	2005/06	Health and Media: Advocating Policy and Practice in Pacific Islands (Mixed)	CBA	Vanuatu	£3,439
135	2005/06	Regional training workshop: Empowering Communities through Community Journalism – Building Awareness of the Millennium Development Goals (Mixed)	CJA	Trinidad and Tobago	£9,390
136	2005/06	Reporting HIV/AIDS for Kenya Journalists (Mixed)	CJA	Nairobi, Kenya	£5,110
137	2005/06	From Creativity to the Creative Economy – How to get the Business of Culture into the Mainstream Media (Mixed)	CJA	Kingston, Jamaica	£20,500
138	2005/06	Distance learning – Introduction to Business Reporting (Print)	CPU	London, UK	£6,056
139	2005/06	Maternal Health & Child Mortality (Print)	CPU	Accra, Ghana	£6,943
140	2005/06	Newsroom Management – An Online Course (Print)	CPU	London, UK	£7,293
141	2005/06	The Power of Sport in Relation to Nation Building & Peace (Print)	CPU	Nairobi, Kenya	£4,462
142	2005/06	Training for the Vernacular Press focussing on Development Journalism (Print)	CPU	Dar es Salaam, Tanzania	£5,196
143	2005/06	Media Law for Journalists (Print)	CPU	Gaborone, Botswana	£4,317
144	2005/06	Media Law for Journalists (Print)	CPU	Port Moresby, Papua New Guinea	£5,506
145	2005/06	One World Broadcasting Fellowship Scheme 2005 (Mixed)	Elizabeth R Broadcasting Fund	London, UK	£10,000
146	2005/06	Commonwealth Vision Awards (Mixed)	Royal Commonwealth Society (RCS)	London, UK	£20,000
147	2005/06	REEL PEACE, Phase II: Producing, Directing and Performance for Drama (TV)	ScriptNet	Freetown, Sierra Leone	£7,550
148	2005/06	REEL PEACE, Phase II: Technical Training for Producing Drama (TV)	ScriptNet	Freetown, Sierra Leone	£12,760
149	2005/06	REEL PEACE Phase II: Tele-drama, Training and Pilot Production on Peace and Reconciliation	ScriptNet	Colombo, Sri Lanka	£8,137
150	2005/06	REEL PEACE Phase II: Scriptwriting and Producing for Tele-drama (TV)	ScriptNet	Sri Lanka	£10,850
151	2005/06	Media Self-regulation (Mixed)	TF	Samoa	£8,770
152	2005/06	Developing Community Radio (Mixed)	TF	Yaounde, Cameroon	£6,230
153	Aug 2005	Management Consultancy – Sri Lanka Radio and TV (11 Days)		Colombo, Sri Lanka	£5,615

	Year	Project	Partners	Venue / Country	Expenditure
154	Nov 2005	Health & Malaria Course (3-day course)		Dhaka, Bangladesh	£5,142
155	Nov 2006	CMDf media training workshop on Health and Media: Reporting on HIV/ AIDS, TB, Malaria and Avian Flu (4 days)	IIMC / CBA	New Delhi, India	£23,740
156	Nov 2006	Covering Trade and Globalisation workshop	South African Media Training Trust	Maputo, Mozambique	
157	2006/07	Improving Media Awareness for Female Managers (10 days)	CBA	Tanzania	£3,404
158	2006/07	Building Websites for your Radio/ TV Programme through Distance Learning (18 days)		All Commonwealth	£8,085
159	2006/07	CBA conference & workshop on Media Freedom & Editorial Guides	CBA	Kenya	£4,656
160	2006/07	CBA distance learning (Web Design) (online course)	CBA	UK (available to members in all countries)	
161	2006/07	News Acquiring & Presenting Techniques /Non-Linear Editing (10 Days)	CBA	St Kitts & Nevis	£6,180
162	2006/07	Radio Production Skills (10 Days)	CBA	Maputo, Mozambique	£4,635
163	2006/07	Symposium to Develop a Pacific Action Plan for Women in Media (3 Days)	CBA	Fiji	
164	2006/07	Basic Journalism & Ethics (8 weeks) (an online distance learning course)	CPU	Commonwealth-wide with focus on smaller countries and more remote areas, e.g. Kashmir, Pakistan	£6,699
165	2006/07	Symposium to Develop a Pacific Action Plan for Women in Media	CPU		
166	2006/07	Commonwealth Editors' Forum (and CPU Biennial Conference)	CPU	Dar es Salaam, Tanzania	£8,150
167	2006/07	Conference and Reporting on Media		Kenya	£4,656
168	2006/07	Environment – Reporting the Issues Currently Threatening the Globe (7 Days)	CPU	Nairobi, Kenya	£7,440
169	2006/07	Maternal Health & Child Mortality (7 Days)	CPU	Karachi, Pakistan	£5,930
170	2006/07	Multi-Culturalism & Social Responsibility versus News Sense (7 Days)	CPU	Port of Spain, Trinidad	£12,650
171	2006/07	Newsroom Management (12 weeks)	CPU	Commonwealth-wide	£7,920

	Year	Project	Partners	Venue / Country	Expenditure
172	2006/07	One World Fellowship Scheme 2005		London, UK	£15,000
173	2006/07	Commonwealth Vision Awards	RCS	London, UK	£20,000
174	2006/07	X-Changes – Screenwriting Training for Women in Pakistan (5 months) (television)	ScriptNet	Lahore, Pakistan	£17,215
175	2006/07	Documentary Development: Sierra Leone (8 weeks) (television)	ScriptNet	Freetown, Sierra Leone	£14,230
176	2006/07	How Best to Report: HIV/AIDS and its Economic and Development Costs on the Nation (Print and Electronic) (5 Days)	Pan-African Media Centre for Communications	Kitwe, Zambia	£7,583
177	2006/07	Bird Flu Awareness Workshop for the Media in Africa	Uganda Media for Health [UM4H]	Kampala, Uganda	£15,000
178	2006/07	Governance and Economic Management		Zambia	£3,000
179	2006/07	Trade, Globalisation and Investment		Zambia	£16,000
180	2006/07	Multi-Party Politics		Uganda	£11,889
181	2006/07	Health and the Media		Malaysia	£16,000
182	2006/07	Supporting Young Writers		Kenya	£3,344
183	2006/07	Basic Journalism		Pakistan	£5,350
184	2007	Capacity Building with the Media in Reporting the MDGs (Radio/TV/ Print) (Seminar)		Uganda	
185	Jun 2007	Workshop on Business and Gender Reporting (2 days)	Makerere University Business School	Uganda	
186	Nov 2007	Regional Conference: Engendering Macro-Economics and Trade Policies within the Context of Globalisation: The Role of the Media (2 days)	Association of Media Women in Kenya (AMWIK)	Nairobi, Kenya	
187	April–May 2007	Financial and Economic Journalism Course (16 journalists) (1 month)	IIMC	New Delhi, India	£17,070
188	2007/08	Reporting Globalisation (1 week)	CPD	Sierra Leone	
189	Jun 2007	News and Editorial Guidelines (TV training workshop) (7 days)	CBA	Namibia	
190	Oct–Feb 2007	Introduction to Change Management for Broadcasters (Radio and TV) (4 months) (online training)	CBA	All Commonwealth	£7,825
191	Oct 2007	Introduction to Change Management for Broadcasters (Radio and TV) (8 days)	CBA	Ghana	£7,977
192	Sep–Dec 2007	CBA distance learning (online training) (4 months)	CBA	All Commonwealth	£8,998

	Year	Project	Partners	Venue / Country	Expenditure
193	Oct–Feb 2007	CBA distance training (News Media) (4 months)	CBA	All Commonwealth	£4,757
194	Jan 2008	Workshop for Broadcast Regulators	CBA	Bahamas	£6,546
195	2007/08	Regional Election Reporting	CJA	Cameroon	£1,559
196	2007/08	Political News Reporting	CJA	Malaysia	£4,935
197	2007/08	Basic Journalism (online?)		Commonwealth-wide	£4,409
198	2007/08	Online Training: Business Journalism	CJA	Commonwealth-wide	£7,563
199	2007/08	Challenging the Establishment – Transparency in Reporting	CJA	Trinidad and Tobago	£11,385
200	2007/08	Empowering Citizens through Reader-Oriented Newspaper	CJA	Tanzania	£11,742
201	2007/08	Environment Reporting	CPU	Bangladesh	£4,202
202	2007/08	One World Fellowship Scheme	Elizabeth R Broadcasting Fund	London, UK	£10,000
203	Sep 2007	Journalism and Local Government	CJA	Cameroon	
204	2007/08	Vision Awards	Royal Commonwealth Society	Commonwealth-wide	£20,000
205	2007/08	Business Leadership Training for Newsroom Managers (5 days)	Lusaka Press Club (LPC)	Zambia	£16,000
206	Sep 2007	Journalists Training on Reproductive Health (3 days)	Unity Media for Social Change	Uganda	£9,444
207	Oct 2007	Covering the MDGs: The Challenge of Poverty and Development (5 days)	LPC	Uganda	
208	Mar 2008	Kenya Post-Election Crisis: The Media's Challenge in Reporting Peace	The African Woman and Child Features Service	Kenya	£12,923
209	Feb 2008	Budget and Financial Reporting (2 days)	Centre for Policy and Development	Sierra Leone	£19,445
210	1–10 March 2008	Human Rights Training for Journalists	Mead Agenda / HC / US Embassy	The Gambia	£6,861
211	Mar 2008	Conflict Management Journalism – training workshop for Media Correspondents in Kenya (2 days)		Kenya	£13,674
212	Feb 2008	Reporting Climate Change in the Caribbean (2 days)	Caribbean Broadcasting Union	Barbados	£16,424
213	Apr 2008	Environment and Climate Change (6 days)	IIMC	New Delhi	£14,207
214	2008/09	Conflict Resolution Journalism (5 Days) (Mixed)	CPU	Sri Lanka	£8,676

	Year	Project	Partners	Venue / Country	Expenditure
215	Oct 2008– Jan 2009	Newsroom Management (12 weeks) (Print)	CPU	Commonwealth-wide	£5,712
216	Oct 2008– Jan 2009	Political Reporting – Understanding the Global Perspective (Print) (online training) (12 weeks)	CPU	Commonwealth-wide	£6,501
217	2008/09	Environmental Reporting, particularly Climate Change and Unsustainable Logging (1 week) (Print /TV)(Training)	CPU	Ghana	
218	2008/09	The Media's role in Achieving Health for All by 2015 – is it really possible? (Print/TV) (Training) (1 week)	CPU	Zambia. Participants: Zambia, Malawi & Botswana	£10,318
219	2008/09	Understanding the importance of Media Ethics in a Free Press (Print) (Training) (1 week)	CPU	Chennai, India	
220	2008/09	Economic Reporting in Relation to Sustainable Development	CPU	Trinidad and Tobago	£11,060
221	2008/09	One World Fellowship Scheme 2008 (Seminars / Skills Share) (14 Days (Awards Programme)	Elizabeth R Fund	London, UK	£10,000
222	2008/09	Commonwealth Vision Awards (Awards Programme)	RCS	Open to all Commonwealth countries	£25,000
223	2008/09	Media and Communications Conference on Freedom of the Press (3 days) (Radio/Print/TV)	Caribbean Broadcasting Union	Georgetown, Guyana	£8,720
224	2008/09	Training workshop on Regional Development Implications of Economic Partnership Agreements, between the Caribbean and the European Union (capacity-building workshop) (Radio/TV) (7 days)	Caribbean Broadcasting Union	Bridgetown, Barbados	£14,035
225	2008/09	The Importance and Challenges of Climate Change	Lusaka Press Club	Kenya	£16,000
226	2008/09	The Role of the Media In Conflict Prevention and Peace Building (3 days) (Print/Radio/Television)	Association of Media Women in Kenya	Kenya	£12,366
227	2008/09	Effective Reporting on the MDGs (Print/ Electronic Media) (5 days)	Unity Media for Social Change (MESUC)	Kenya	£12,000
228	2008/09	Reporting Health: Developing Best Practice Guidelines for Health Reporting in Africa (CMDF/ DFID/08/28)	Inter-Press Service Africa	South Africa. Participants from 18 African countries	£28,040

	Year	Project	Partners	Venue / Country	Expenditure
229	2008/09	Media Capacity Building (6 weeks) (regional training)	Ministry of Information, Nevis Island Administration	Nevis Islands	£14,000
230	2008/09	Pacific Islands Forum Regional Media Workshop (CMDf/DFID/08/30)	Pacific Islands News Association	Alofi, Niue	£20,000
231	2008/09	Capacity Building within the Media in Reporting: How conflict can undermine Development (Print and Broadcast) (workshop) (3 days)			£40,000
232	Jun 2009	Workshop on Media and Education in the Commonwealth-Respect and Understanding (4 days)	Asia Pacific Institute for Broadcast Development	Kuala Lumpur, Malaysia	
233	Jun 2010	Commonwealth Media Development workshop (3 days)		Male, Maldives	
234	2010	Workshop on Financial Reporting	Centre for Policy and Development	Sierra Leone	£12,000
235	2010/11	1. A forum to debate the Media and Public Space 2. A workshop on Development and Economic Journalism to Improve Key Skills		Rwanda	
236	Sep 2010	Sports through Development (5 days) (TV, Radio and Print)	IIMC	New Delhi, India	£7,800
237	Nov 2010	In-Service Development Journalism Programme (1-month training programme for 16 journalists from Rwanda)	IIMC	New Delhi	£38,942
238	Aug 2011	Media and Development (5 day) (forum)	Management Development Institute and the Gambian Government	The Gambia	
239	2011	Forum on Media and Development (forum) (4 days)		Kigali, Rwanda	
240	Jan 2011	Media and Development in Post-Conflict Reconstruction (2 days) (forum)	Government of Sierra Leone	Freetown, Sierra Leone	
241	Mar 2012	Human Rights and Development (training session conducted by IIMC facility for 20 participants from The Gambia)	IIMC	The Gambia	
242	Sep 2012	Health Reporting: HIV/AIDS, TB, Malaria and Health MDGs	IIMC	New Delhi, India	
243	Mar 2012	Training in a Globalised World	IIMC	New Delhi, India	

Annex 6: CMDF modes of delivery

Trainings and workshops: The majority of CMDF-supported projects were short-term training courses for mid-career professionals, including writers, broadcasters, photographers and technicians. Typically, courses ran from 2 to 14 days, and accommodated approximately 8 to 20 participants. A majority of courses were held in-country, with a focus on Commonwealth developing countries and low-income countries.

Generally speaking, courses can be broadly grouped into two categories: those that focussed on technical skills such as script writing, sound editing, newsroom management and website design; and courses that aimed at creating awareness around the MDGs and reporting on key issues. Examples of these included environmental reporting, bird flu awareness, the media's role in achieving health for all, and reporting on development and conflict.

From 2005 onwards, an increasing number of courses were administered virtually, through distance-learning programmes. Distance-learning courses were focussed on subjects ranging from business reporting to newsroom management and were held in collaboration with the Commonwealth Press Union (CPU) and the Commonwealth Broadcasting Association (CBA). Courses consisted of weekly modules, typically lasting between 8 and 12 weeks, and were able to accommodate a larger number of participants.

Consultancies: CMDF also supported approximately 18 consultancies. The consultancies were focussed on building capacity in member countries around broadcasting guidelines, radio and TV management, and media ethics. From 2007 onwards no consultancies took place, as it was believed that this form of intervention exclusively benefited the host country.

Awards and fellowships: Another feature of CMDF was to provide monetary support for the Commonwealth Vision Awards and the One World Fellowship Scheme. These interventions were aimed at journalists from across the Commonwealth, with the objective of encouraging the use of the media to raise awareness about development and to bring together professionals to share best practice and provide peer-to-peer support.

One World Fellowship: From 2003 to 2008, CMDF co-funded the annual One World Fellowships Scheme. These interventions aimed to bring together senior broadcast professionals from developing countries for a two-week period to network and receive training on technical and substantive issues.

Commonwealth Vision Awards: From 2004 to 2008, CMDF made annual contributions of £20,000 to the Commonwealth Vision Awards, which were organised by the Royal Commonwealth Society. The main objectives of the awards were to increase the exposure and experience of Commonwealth filmmakers.

Conferences: The Secretariat convened several conferences aimed at media development under the umbrella of CMDF, and also provided grants and support to specialised media organisations, including CBA, in organising conferences about the media and development. Following the evaluation of the CMDF in 2005, which suggested that conferences were not good value for money, there was a decline in CMDF's support to conferences.

Forums: As part of CMDF, the Secretariat convened forums – in Rwanda in 2011, in The Gambia in 2011 and in Sierra Leone in 2012. These forums were organised in collaboration with local partners, including the governments of host countries, and brought together high-level ministerial participation, as well as journalists and media specialists from across the region. The forums aimed to stimulate dialogue on the role of the media in development and in post-conflict reconciliation.

Other: In addition to these five types of interventions, CMDF also supported atypical projects, including: the evaluation of a CBA course (2005); sponsoring journalists to come to CHOGM and cover proceedings (2003); and an assessment mission ahead of CMDF courses (Pakistan 2005).

Annex 7: Selected CMDf success stories

- a. **Media assistance to the Electoral Commission of Malawi:** In 2003, the Chair of the Electoral Commission of Malawi (ECM) requested that the Secretariat provide assistance to enable the media to cover the upcoming elections in a fair and balanced way. The Secretariat responded by providing long-term technical assistance, along with a Commonwealth media expert who conducted two workshops on election reporting and assisted the ECM in setting up a Media Monitoring Unit.

In 2008, the Secretariat deployed a media adviser to Malawi to build the capacity of the Electoral Commission on media monitoring and public relations for the 2009 parliamentary and presidential elections. A Media Code of Conduct was developed in the process.
- b. **Pakistan's local elections in 2005:** In July 2005, the Commonwealth Secretariat and the Commonwealth Broadcasting Association facilitated a workshop titled 'Guidelines for Pakistan Media Election Coverage'. The objective of the workshop was to discuss the role of the media in the democratic electoral process. The workshop resulted in the drafting and agreeing of principal guidelines for election coverage to be integrated into the regulatory framework for the 2007 national elections.
- c. **Workshop on avian flu and the media:** In August 2007, CMDf co-funded a workshop aimed at sensitising African journalists on bird flu. The workshop was born of the recognition that the media had a critical role to play in raising awareness among the public about prevention methods and in curbing the spread of misinformation. The 29 participants at the workshop maintained that the training was extremely helpful in providing accurate and up-to-date information about the disease, and in training journalists about how to report on bird flu. Journalists committed to producing factual, informed and responsible coverage of the pandemic, to help create awareness and fight the disease.
- d. **CBA general conference:** In January 2008, CMDf, in collaboration with CBA, convened a three-day conference for 200 people on 'Empowering People'. Data collected from the project appraisal forms suggested that a majority of participants believed that the course would enable them to perform their job better, and that the content was highly relevant. Significant outcomes from the event including the signing of a memorandum of understanding (MOU) to enhance understanding of climate change, the launch of a booklet for a scheme to share information between public service broadcasters, and frank and open discussions about a range of issues relevant for the media.⁹
- e. **Workshop on sustainable monitoring and reporting on the budgetary process:** In September 2010, CMDf, in collaboration with the Secretariat's Governance and Institutional Development Division (GIDD) and the Centre for Policy and Development, held a workshop to build capacity of media and civil society organisations for sustainable monitoring, reporting and evaluation of the budgetary process in Sierra Leone. The workshop led to the formulation of an alliance between media and civil society organisations, and the establishment of a steering committee charged with setting up a coalition of media and civil society.
- f. **Commonwealth Rwanda Media Forum:** The Commonwealth Rwanda Media Forum was held in Kigali from 28 to 31 March 2011, and aimed at stimulating debate among journalists about the obligations and responsibilities of the media and government in promoting good governance. The forum concluded with a two-day training workshop designed to build capacity and deliver essential analytical and practical journalism skills. The forum delivered key tangible outcomes, including: a commitment by Rwanda's information minister to transform the state-owned broadcaster to a public broadcaster to remove government influence from the broadcasting of news, and to make the media self-regulating

9 Summary of Outcomes of the CBA General Conference, 23–26 January 2008 in Nassau, The Bahamas.

- instead of government-regulated; an announcement by the Commonwealth Journalists Association (CJA) of the decision to create a Rwanda chapter of the CJA; wide and positive coverage of the forum by local media; participants commending the Commonwealth on the initiative; and a minister from the Government of Sierra Leone inviting the Secretariat to hold a similar forum in his country.
- g. **Media, development and in post-conflict reconstruction in Sierra Leone:** In January 2012, the Commonwealth Secretariat, in partnership with the Government of Sierra Leone and Columbia University, convened a forum on 'Media, Development and Post-Conflict Reconstruction'. The forum aimed at enhancing the media's understanding of its role in governance and the democratic process, and enhancing the media's capacity as a conduit for peace building. The conference included two days of debate and reflection on the role of the media in promoting development, democracy, peace building and reconciliation, as well as the roles and responsibilities of the media and political parties. Journalists and media experts were able to share experiences and best practices on the role of media in democracy and peace building. Experts from Rwanda also shared their experience of the role of the media in genocide, reconciliation and reconstruction. Key outcomes from the event included: an announcement by the minister of information of the government's commitment to enact an Access to Information Bill before parliament; recognition by the government of the need for capacity building of the media; live-streaming of the debates from the forum on local media and significant coverage of the proceedings; a commitment from the media itself to promote responsible journalism and publish more people-centred stories; the launch of a Secretariat-supported website on transparent government by the Government of Sierra Leone; and the development of a series of draft resolutions on media development.

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