



## **THE NEW EURASIA FOUNDATION**

**Russian Independent Print Media Program**

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# **FINAL PROGRAM REPORT**

# **2004-2013**

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**Presented to**  
**The United States Agency for International Development (USAID),**  
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# I. Introduction

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## a. Executive Summary

*Introduction:* This report reviews key activities and accomplishments of the Russian Independent Print Media Program (RIPMP) from 2004-2013 as implemented by the Eurasia Foundation (Washington DC) and the New Eurasia Foundation (Moscow) through the 'Eurasia Media' team in Moscow.<sup>1</sup> An additional partner came to include the Association of Independent Regional Publishers (AIRP), a recipient of RIPMP funding whose development from pilot project into a full-fledged industry association was a central goal towards securing the program's objectives over the long-term.

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*RIPMP Beginnings:* Initially launched in 2005, the RIPMP was created to address weaknesses in Russia's post-Soviet newspaper journalism – with a particular focus on regional Russia, where journalistic traditions were exceedingly weak. Typical problems confronting regional print media at that time included hidden 'paid' content, near total absence in coverage of local events, obvious conflicts of interest due to ties with political and/or business clans, low quality publications in terms of both content and appearance, and generally low morale among the journalist corps. These tendencies were not simply harming local media markets and fostering distrust of media. The larger problem was that average Russians had little ability to understand the forces and events influencing their lives.<sup>2</sup>

Rather than seeking systemic or policy level reform in the sector – deemed highly unlikely at the time given the country's political climate - the RIPMP sought to target independent newspapers on an individual basis. In doing so, the RIPMP team sought to provide intensive training to promising independent media outlets under the premise that select publications could be nurtured into 'beacons of excellence'. In essence, the program was essentially taking the long view: given time and guidance, select publications could promote best practices among the wider regional Russian newspaper industry by demonstrating a direct line between commercial success and quality of content.<sup>3</sup>

Indeed, RIPMP partner publications were never selected based on the basis of strategic importance or mass readership. Rather, they were chosen based on genuine enthusiasm in the program, potential for development, and a clear understanding that they themselves would be doing much of the 'the heavy lifting.' For from the outset of the program, partners were told they could expect no direct financial assistance.<sup>4</sup> Instead, the RIPMP would provide them with access to Eurasia-Media-led trainings and consultancies from industry experts on a host of issues related to editorial content, design, marketing, and management. In doing

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<sup>1</sup> Oversight over the media program switched from Washington to Moscow in 2010.

<sup>2</sup> See Vicious Circle diagram on page 6 for detailed explanation of challenges facing independent media at the time.

<sup>3</sup> In doing so, Eurasia-Media in many ways built upon the Eurasia Foundation's earlier work with the Media Viability Fund, which posited that editorial independence would come only with financial independence. Thus, the program consisted of a split focus on both management/business issues and core quality journalism trainings.

<sup>4</sup> Although the charge of being a US-funded publication was a common one levied against RIPMP publications by their competitors.

so, the program sought to provide these partners publications with tools and motivation to generate their own success.

Networking, too, was an important strategic aspect of the RIPMP, as the program sought to promote a sense of community among publications with shared goals of excellence. Towards that aim, the program sponsored (what would eventually become) annual conferences and competitions, organized regular peer-to-peer internships, and promoted opportunities to meet and learn from international colleague at publications small and large in Europe and the United States. All were intended to help foster a sense of comradery, competition, and shared standards for excellence.

Yet it was the RIPMP's launch of the Association for Independent Regional Publishers (AIRP) in 2005 that was intended to bind RIPMP publications in a real and lasting way. From its early days as an association in name only, the AIRP gradually grew and developed into a full-fledged organization providing a range of services. From a small handful of publication members upon its initial launch, the AIRP grew to 50 dues-paying members<sup>5</sup> in just three years by offering a wide range of valuable core services. These included hosting media management trainings, organizing conferences, lobbying on behalf of independent media interests to government bodies<sup>6</sup>, and providing access to legal assistance among others. The result was that through four years of effort, the program had gone beyond merely providing training to promising regional publications to successfully binding them together in ways both formal and otherwise.

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*RIPMP II and III:* With subsequent extensions of the RIPMP in 2008 and again in 2010, Eurasia-Media and the AIRP – now a partner in implementing programming – expanded the mission of the RIPMP. Not only would staff seek to reinforce past successes of the program by admitting new publications for training, the relaunched RIPMP would seek to meet a range of challenges posed by a rapidly shifting news industry.

Most notably, the program adapted to meet the rapid growth of Internet broadband into the regions – a trend that was fast transforming the very idea of what a newspaper could and perhaps, should be. Beginning in 2009, Eurasia-Media began working closely with RIPMP partner publications to help them retool their newsrooms for the digital world. Most significantly, this meant that RIPMP staff would work closely with partner publications to help them shift from weekly print news formats to 'web-first' online publications.<sup>7</sup>

While that may sound somewhat quaint today, the truth is it involved the introduction of fairly radical changes for mostly small town newspapers: journalists had to learn how to adapt their writing for online search engines, publications began to open up their opinion pages and websites to the opinions of the blogosphere; sales departments had to learn about new opportunities for online revenue streams;

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<sup>5</sup> The vast majority of AIRP members are or once were participants in the RIPMP training program.

<sup>6</sup> A difficult, frustrating, and yet necessary task.

<sup>7</sup> Note that all RIPMP partners still publish their paper editions in addition to the web versions.

'citizen journalists' were brought in to contribute to the newspaper's traditional content; print reporters were trained in multimedia (such as video and podcasting), newsrooms adapted to the advance of social media; and so on. The adoption of these technologies – disruptive by nature -- could hardly be called smooth. But, undoubtedly, they offered average Russians a bigger say in how, and by whom, their news was covered.

The extension of the RIPMP also saw the program also adapt to changes in the country's macroeconomic outlook. Eurasia-Media/AIRP business consultants, in particular, worked to help partner publications weather the effects of the financial crisis that swept the globe in 2008-2009. (The financial difficulties within the regional media industry reflected less the collapse of the traditional newspaper business model, seen all too often in cities across the United States, than the impact of larger global economic trends<sup>8</sup>). Despite fears of closings and/or significant cutbacks, the majority of RIPMP partner newspapers emerged relatively unscathed from economic turmoil.<sup>9</sup> In some cases, the uncertain economic times were oddly helpful to RIPMP publications in their respective media markets --- as less quality publications were forced to close their doors due to diminishing advertising revenues. In fact, a surprising trend emerged as several RIPMP partner publications actually expanded their newspapers into neighbouring markets.

And the program adapted in still other ways: trainings became more collaborative, with more experienced regional partners assuming a greater role in training newcomers to the program; Eurasia-Media introduced 'editorial launches' in which RIPMP partner journalists helped report and publish newspapers newly entering the program; and an increasing amount of RIPMP-run consultancies, editorial workshops, and training sessions were held 'virtually' using cost-saving 'webinars' in addition to on the ground trainings.

Around this same time, a series of special projects, too, were introduced that complimented the mission of the RIPMP. The program sponsored two 'independent media centres' in Moscow and St. Petersburg that provided a platform for public debate through press conferences and roundtable forums dedicated to issues and points of view often overlooked by state media; a Eurasia-Media produced documentary film series highlighting the important role of the press amid local elections was viewed by thousands via film festivals, screenings, and online viewing; a Levada Center study of the role of independent media in small regional cities was conducted with the aim of informing future media assistance efforts; finally, a special series of webinars in partnership with the election monitoring organization 'Golos / Vote' and 'Kollegi Yuristov СМИ / Media Law Colleagues' sought to help inform regional media of the rights and role of journalists in providing election coverage ahead of national parliamentary and presidential elections in 2011 and 2012.<sup>10</sup>

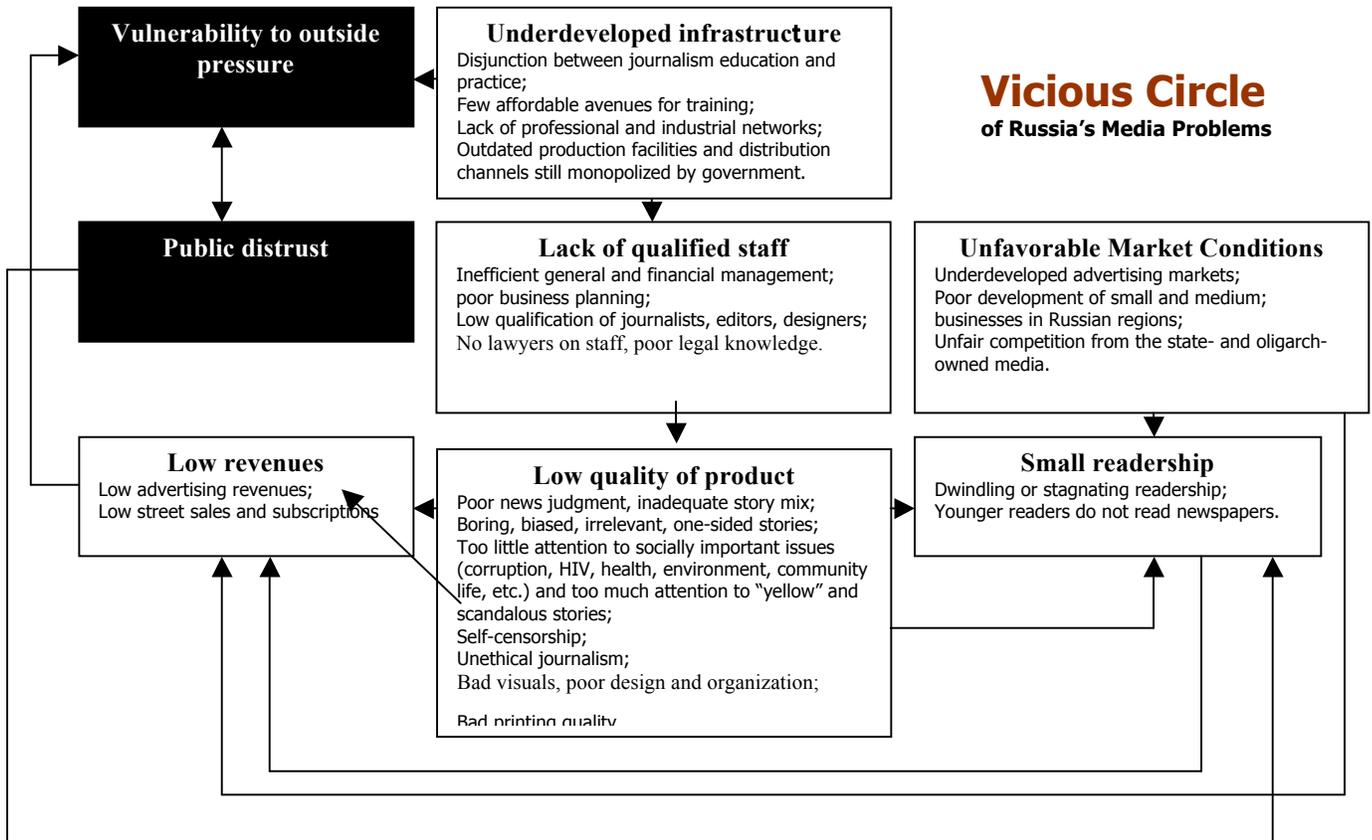
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<sup>8</sup> Russia's regional economy – which has always varied from oblast to oblast – has struggled in recent years, resulting in smaller advertising revenues for local media. One of the paradoxes of that trend, however, has been the exit of less quality media companies from the stage.

<sup>9</sup> Indeed, the relative health of local Russian media markets looks surprising given the collapse of the local American press in recent years.

<sup>10</sup> Partners assisted 'GOLOS' in documenting voting violations when and where they occurred through a crowdsourced 'Violations Map'1. Many RIPMP partner publications took it upon themselves to lead public trainings for citizen election monitors, sponsor candidate debates, and provide necessary press documentation for non-party affiliated monitors. Naturally, they also provided coverage and analysis of the results.

These experiences all emphasized the reach and scope of media-assistance efforts that also worked to reinforce support for Russia’s emerging civil society.



*State of Media Overview:* While this report covers too many years to attempt a real analysis of changes in Russian politics, media, and civil society, even a cursory overview of key events hints at the challenges facing Russia’s media.

There was the murder of crusading human rights journalist Anna Politkovskaya outside her Moscow apartment in 2006, brief and ultimately elusive liberalization under Dmitri Medvedev’s presidency from 2008-2012; the beating of journalist Mikhail Beketev in Khimki in 2008,<sup>11</sup> the murder of human rights/media lawyer Stanislav Markelov and Novaya Gazeta reporter Anastasia Baburova in midday downtown Moscow in 2009; the abduction and murder of human rights activist Natalya Estimirova in July 2009; the murder of Chechen charity worker Zarema Sadulayeva in August and Maksharip Aushev, a businessman/press activist in October of that same year.<sup>12</sup>

<sup>11</sup> Mr. Beketov – who suffered brain damage from the beating - was later convicted of slandering Khimki mayor Vasily Strelchenko in November of 2010. Adding to the absurdity, then Prime Minister Vladimir Putin awarded Beketov a 'Courage in Journalism' award a year later. Mr. Beketov died from injuries related to his beating in 2013.

<sup>12</sup> Mr. Aushev had been overseeing the Ingushetia.org web portal, after its founder, the journalist Magomed Vloyev was shot to death in police custody in 2008.

There was the attack on Kommersant journalist Oleg Kashin by unknown assailants in November of 2010. The shocking brutality of the incident – video footage leaked online showed the assailants repeatedly smashing Kashin’s hands with a blunt metal object<sup>13</sup> -- garnered international headlines and prompted a public vow by then President Medvedev to prosecute the attackers. Yet investigations into the incident stalled and the case came to resemble other ‘cause celebre’ abuses committed with impunity.

And extreme violence was clearly not to be the only means of muzzling the press. Smaller acts of intimidation – threats of beatings, fines, or job loss – also continued to stifle the work of journalists. A lack of basic journalistic skills, public apathy, and ignorance of media rights are other factors that seemed to compound the media chill. Certainly a common wisdom emerged: those who challenge the status quo do so at great financial – and perhaps, personal - risk.<sup>14</sup> Many continue to choose self-censorship as a means of self-preservation.

Meanwhile, the advance of online media presented its own set of contradictory trends - particularly in the regions,<sup>15</sup> where jockeying for ‘e-influence’ grew as the digital divide between Moscow and the rest of the country began to break down. For now, traditional media (newspapers, radio, and television) remain the primary sources for local news in the regions. But there’s no denying that much of the political debate has migrated online, both through citizen blogs, online extensions of legacy media, e-government initiatives, public interest sites, viral videos, and social media.<sup>16</sup> (Subsequent cyber attacks against websites run by ‘opposition media’ such as Novaya Gazeta and Echo of Moscow, denial of service attacks against Russia’s preeminent blogging platform Live Journal,<sup>17</sup> pressure against bloggers,<sup>18</sup> and murky Duma debate surrounding a revised ‘media law’<sup>19</sup> all suggest that Runet’s reputation as a platform for relatively free and open debate in Russia – true for now -- is nonetheless fragile.<sup>20</sup>)

The power of this online political debate arguably peaked with the parliamentary elections of 2011. When online ‘citizen’ videos captured what appeared to be gross violations in the vote count, Facebook and Twitter became the main platforms for sharing information and discussing events. Later, the so-called ‘white ribbon’ protest movement would use these and other online tools – including native born platforms -

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13 The beating resulted in a fractured skull and portions of Kashin’s hand being amputated.

14 CPJ’s annual report on threats against Russian journalists can be found at <http://cpj.org/2011/02/attacks-on-the-press-2010-russia.php>

15 More than 90 percent of new users are not from Moscow or St-Petersburg, according to a *Yandex* regional Internet development report. The study forecasts that country’s Internet penetration rate will reach 70 percent by the fall of 2014.

([http://company.yandex.ru/facts/researches/internet\\_regions\\_2011.xml?ncrnd=6770](http://company.yandex.ru/facts/researches/internet_regions_2011.xml?ncrnd=6770))

16 See Vedemosti article featuring a complete list of key regional leaders online:

<http://www.vedomosti.ru/special/governors-communications.shtml> For examples of public accountability project see <http://dalslovo.ru/Index>, <http://streetjournal.org/myterra/site/>, and <http://gov-gov.ru/>

17 <http://globalvoicesonline.org/2011/04/06/russia-ddos-attack-on-livejournal-has-russians-debating-internet-politics/>

18 See, for example, attacks against anti-corruption blogger Alexei Navalny

<http://navalny.livejournal.com/586152.html> and

[http://www.youtube.com/watch?v=nAxbf7EnBE0&feature=player\\_embedded](http://www.youtube.com/watch?v=nAxbf7EnBE0&feature=player_embedded)

19 <http://www.komitet5.km.duma.gov.ru/site.xp/050049.html>

20 Publication of the latest Freedom House survey on the Internet. The 2011 report ranked Russia position lower than 2009 and called the runet ‘partially free.’

<http://www.freedomhouse.org/template.cfm?page=664>

- to organize mass protests, roaming 'occupy' style encampments, offer aid to comrades detained, and brainstorm future protest actions.<sup>21</sup> It should be noted that journalists, too, played a large role in organizing protests online in their downtime role as 'citizens' – an idea that may seem strange to some from the U.S., where the firewall between politics and journalists in the U.S. has traditionally been fairly strict. Behind these varied anti-Putin factions, the Kremlin saw – or at least, claims it saw – the hand of American interference.

It's little wonder then that relations with the United States deteriorated swiftly with the return of Vladimir Putin to the presidency in May of 2012. The sudden forced closure of USAID activities in Russia, passage of a 'foreign agents' law by the Duma, and the "anti-Magnitsky" act banning U.S. adoptions of Russian children mark just a few ways the Russian government has put the United States on notice. Combined with a spate of prosecutions, expansive Internet monitoring by authorities for 'extremist activities', the threat of large fines for unsanctioned public assembly, the growing influence of the conservative wing of the Orthodox Christian church, federal support for a Russia-wide law against the 'propaganda of homosexuality and pedophilia', increased fines for libel against public figures, new requirements for age warnings for websites (between "16-18 +" for newspapers) as well as questionable criminal lawsuits levied against several leading members of the opposition all point to difficult days ahead.

*RIPMP, R.I.P 2013:* Needless to say, the policies of Putin's third term have had direct consequences for Eurasia-Media. Passage of the 'foreign agents' law and closure of USAID Russia provoked a quick and premature end to the RIPMP and dozens of other internationally funded projects in Russia. Ultimately, it also forced the closure of Eurasia-Media itself. Regrettably though that may be, the moment offers a chance for reflection to assess the achievements of the program.

Naturally, the program can't claim to have 'solved' Russia's problems with press freedom. There has simply been far too much violence over the years. And yet it would be a mistake to say, as foreign media often do, that press freedoms don't exist beyond a handful of well-known 'opposition' media outlets in Moscow. Independent media in the regions no doubt face a tenuous future, but they do exist. Some even thrive.

Indeed, many 'graduates' of the RIPMP program should rightfully be regarded as fully independent publications and, arguably, 'beacons of excellence' among regional newspapers. These publications – in relatively little known towns like Berdsk, Krasnoturinsk, Kachkanar, Zhelenogorsk, Zhukovsky, and Pervouralsk to name but a few – regularly receive independently juried awards for their journalism, are admired by like-minded regional newspapers seeking to improve their coverage, and cover news and events in their towns and cities in a professional ethical way.

How so? They write and cover what they feel they should: they promote discussion and analysis of local issues of importance; they provide a counterpoint to state or municipal propaganda; they pursue ethical business practices; and they expect and train incoming hires to meet these same standards. Indeed, in that regard, it's not

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<sup>21</sup> The political nature of Runet, naturally, extends in all directions. For all the attention given to the opposition movement online, there are just as many sites in support of pro-Kremlin policies and virulent nationalism, as the December 2010 skinhead riots on Manezh Square in downtown Moscow made all too clear.

surprising that many RIPMP publications came to actively promote an ethical civic culture at the local level.

For example, RIPMP partner 'Kurrier.Sreda.Berds' in Berdsk Siberia sponsored candidate debates amid local mayoral elections – a first for their town.<sup>22</sup> Zhukovskii Vesti, a publication based in the once closed aviation city of the same name, helped give voice to local citizens opposed to a road construction project approved by the local Duma with no debate or discussion. Echo Nedelya in Zheleznogorsk trained local citizens to use new media and contribute blogs to the newspaper's website. Others worked with youth in their communities. The examples are countless.

In some regions -- such as Sverdlovsk and Kirov oblasts – the RIPMP managed to expand beyond individual partnerships and develop informal independent media 'clusters'. These local networks of independent press, in turn, have already begun raising acceptable norms for good local journalism and changing regional news markets for the better. An example of the beacon of excellence concept writ, if not large, then at least regional.

The program can also rightfully argue it helped position regional independent media on sounder footing to face the uncertain challenges related to online digital publishing. Eurasia-Media and the AIRP helped RIPMP publications secure a 'digital foothold' early on. Today, through the program, all have transformed into 'web-first' news operations that experiment with multimedia and engage readers through social media avenues. Some have gone a step further and launched successful 'citizen-journalist' operations. While a future business model for digital publishing remains as elusive in Russia as anywhere else, the RIPMP has helped put partner newspapers in a strong position to meet upheavals facing the industry.

The AIRP, too, should be regarded a success of the program. While it may be some time before the AIRP can truly flex its muscles as a national lobbying organization – that would demand deep changes in Russia's federal legislative culture -- the AIRP is most certainly on the right path. Over the years, there have been countless examples of association members coming to one another's aid to fend off threats from authorities on the regional level. Moreover, the organization continues to gain new members and plans to continue its work beyond the life of the RIPMP, despite the current political environment. If the AIRP was intended as an ultimate successor organization to inherit the mission of the RIPMP, that goal appears met.

Make no mistake: far from every publication in the RIPMP was a success. Some RIPMP publications made improvements that were relatively marginal. Other times, improvements could perhaps be called cosmetic at best. Yes, the paper *looked* better; the writing perhaps now crisper and relatively more balanced. But these changes alone didn't necessarily make for a great – or even good – newspaper. One constant hindrance was finding – and then keeping - quality staff. Then as now, regional newspapers regularly lose their best reporters to the opportunities afforded by Russia's bigger cities.

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<sup>22</sup> Berdsk's experiment was subsequently copied by other RIPMP publications.

The fact is that many of the best newspapers from the RIPMP grew into quality publications. They didn't start that way. But the strongest publications managed to avoid significant plunges in quality despite staff turnover, financial setbacks or other challenges that came along the way. Exactly why the roots of independent press took hold in these locations and not others is difficult to say. Certainly many of these successful publications benefited from a visionary editor-in-chief or owner to help steer the course. But even these talents were developed over time and, often, forged through crisis.

The threats came in various forms – some serious, most less so. But the best RIPMP publications seemed, at some point, to face a 'defining moment' that determined what kind of paper theirs was going to be. Would the owner go ahead with that front page story on corruption by local officials? Would the newsroom cover the story of police abuse? How would they report a controversial land deal supported by the town's major employer? Decisions surrounding stories like these placed RIPMP partner businesses at risk. But they cemented newspapers' reputations with readers in the process.

It's perhaps a stretch to say these courageous decisions were made *because* of the RIPMP. People, after all, make their own decisions for their own reasons. And yet it's hard not to think the RIPMP helped shape participants' worldview – about the way the press should behave in these situations.

For the hundreds upon hundreds of journalists, editors, owners and other personnel that passed through the program over the years, that is arguably the RIPMP's most lasting achievement of all.

## Programming by the Numbers

**RIPMP programs from 2004-2013 worked directly with 2400 newspaper professionals (journalists, editors, photojournalists, managers, designers, computer specialists, and sales department personnel) from 335 newspapers across Russia.**

Key highlights and figures include:

### **Intensive Journalism and Media Business Trainings**

- RIPMP partners included publications from all 8 of the country's federal districts.
- Approximately 2/3 of trainings were targeted towards journalists and 1/3 towards management, business, and circulation.
- Approximately 1,500 regional journalists, editors, and other members of the newsroom received intensive training in areas related to reporting, writing, web journalism, new media, investigative analysis, ethics, photojournalism, design layout, and infographics among other topics.
- Approximately 900 regional media management and sales personnel received intensive training in issues related to media management, circulation, and marketing.
- 350 on-location consultations and/or on-site seminars were conducted by Eurasia-Media staff and/or consultants.
- 50 webinar courses were created and launched by AIRP and/or Eurasia-Media staff together with RIPMP consultants.

### **Annual Professional Conferences / Competitions**

- The Annual Best Newspaper Design Conference was launched in 2004 and held throughout the length of the program with over 1800 participants<sup>23</sup> attending competition events and lectures from leading international journalists.
- The Best Regional Newspaper competition and accompanying 'Local Newspaper at the Centre of Events' conference was launched in 2007 and held all subsequent years with over 550 editors, journalists attending conference events and lectures.
- A Russian Infographics Conference was launched in 2011 and held again the next two years with over 500 design graphic professionals attending the event.

### **Expansion of the Association of Independent Regional Publishers (AIRP)**

- The AIRP expanded its reach through support from the RIPMP, growing its membership from a few newspapers at the start of the program to a full-fledged organization consisting of 70 publishing houses with a circulation of 2.8 million.

### **Industry Targeted Book Publications**

- Publication of *the 'Best Newspaper Design'* compendium beginning in 2005 and all subsequent years, highlighting the best in innovative regional design and distributed to universities and regional publications;
- Publication of the *'Best Regional Newspaper'* book compendium beginning in 2008, highlighting the best of regional journalism with behind-the-scenes articles and

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<sup>23</sup> Many participants were repeat attendees to conference events.

analysis for distribution to universities and regional publications.

### **Newspapers for Youth**

- The AIRP also launched a the Gazeta v Obrazovanie program aimed at helping newspapers engage young readers by working with teachers to develop lesson plans that use newspapers in the classroom. In support of the program, the AIRP organized two summit conferences that brought together educators, students, and journalists to develop lesson plans that were adopted by 8 regional RIPMP publishing houses in their communities.

### **Press and Elections Documentary Film Series**

- A Eurasia-Media produced series of documentary films related to the role of media and civil society in regional elections were viewed by approximately 20,000 people via public screenings, film festivals, conferences, and online viewings.

### **Independent Media Centers**

- RIPMP subgrants to independent press clubs in Moscow and St. Petersburg sponsored over 1,500 events attended by thousands of journalists, civil society activists, and the public.

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## **II. Strategic framework**

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### **a. KEY PROGRAM GOALS**

1. To increase access to quality, objective news coverage in Russia's regions by improving the operations, practices, and subsequent profitability of independent regional newspapers and, where appropriate, online publications.
2. To facilitate the formation and growth of professional networks that can serve as sustainable platforms for improving the quality and profitability of independent regional newspapers over the long-term.

### **b. KEY OBJECTIVES/RESULTS**

#### **I. Professionalism and ethics of targeted non-governmental regional newspapers and online publications increased and in a better position to serve their readers;**

- Share of socially valuable content in targeted non-state regional newspapers increased, with readers better informed on issues of local importance;
- Number of skilled independent journalists increased and are in a better position to share their reporting with readers and newly acquired skills with local news staffs;
- Number of skilled native regional media trainers increased and are in a position to better share their skills with other regional journalists;

- Awareness of online and print media law issues by regional independent partners strengthened.

**II. Business development and financial self-sustainability skills of targeted non-governmental regional newspapers in a position to serve their readers as best possible given circumstances on the ground.**

- Business development and financial sustainability of targeted non-governmental regional newspapers and online publications increased or remained relatively stable given current economic forecasts;
- Awareness of online and print media law issues by regional independent partners strengthened, particularly where concerns legal/business dealings.

**III. Networking among non-governmental regional newspapers strengthened and in a better position to defend the interests of independent media.**

- Association for Independent Publishers (AIRP) strengthened, both in terms of numbers and capacity of services for members.
- Overall sense of community between members strengthened, with demonstrable acts of support between independent media actors beyond the formal association.
- Awareness of media law issues strengthened among independent press actors.

**IV. Online capacity of independent regional publications strengthened and in a better position to report on and interact with the communities they serve.**

- Use of new interactive tools, social networking, and multimedia among partners increased;
- Participation of public in media process increased with average citizens playing a more active role in the gathering and sharing of news and information;

## c. METHODOLOGY

In crafting RIPMP programming, Eurasia-Media took the view that program objectives were best served by providing a range of media support mechanisms intended to nurture quality independent online and print publications into 'beacons of excellence' and promote them among a widening core of regional newspapers.

This approach, however, was based on a range of core assumptions, that were refined over the life of the RIPMP, particularly in lieu of evolving technologies influencing the newspaper industry. See figure below for details.

### **Core Assumptions for Programming**

- Print newspapers still play a vital role in informing the Russian public on key issues of social importance, particularly in the regions, where broadband is expanding but not yet immediately accessible to the majority of citizens;
- Internet technologies are nonetheless advancing into Russia's regions and various forms of 'new media' (multimedia, social media, etc.) will play an important role in the future;
- Regional print publications with a commitment to quality journalism must have a secure digital foothold to survive and drive online debate;
- Regional online publications must have a commitment to quality journalism to thrive and drive online debate;
- Eurasia-Media's assistance is a *process* that adapt components from all aspects of running a newspaper, including journalism, management, marketing and online/new media integration;
- General training is combined with intensive and individually tailored support delivered to a company as whole, as well as at the level of individual journalists, editors and managers;
- Independent media can best defend its rights when armed with knowledge of its legal rights;
- Program organizers should build long-term, trust-based relationships with participant newspapers – ensuring that client newspapers are committed to change and willing to share costs and responsibilities;
- Training expertise extends beyond Eurasia-Media staff and core consultants to include qualified regional partners, who inspire by example;
- The audience/readership has a vital role to play in support of independent regional media – and should be encouraged to participate in the media process wherever possible; and
- All activities are integrated to achieve synergy and produce a greater impact.

**Program Structure:** Accordingly, RIPMP forms of media assistance are organized in the following interconnected streams of activities:

- Journalism Educational Interventions, primarily including:

- a. Core Journalism and Media Law Training
  - b. Onsite Consultancies
  - c. Educational Publications
  - d. Professional Conferences
  - e. Crisis Interventions, where necessary
- Media-business Educational Interventions, primarily including
    - a. Core Media Business-related Trainings
    - b. Onsite Consultancies
    - c. Professional Conferences
    - d. Crisis Interventions, where necessary
- Networking Activities, primarily including:
    - a. Professional Contests/Competitions
    - b. Networking Exchanges
    - c. Strengthening Associations (AIRP)
    - d. Legal Support
    - e. Independent Press Centers
- New Media, including:
    - a. Specialized seminars and trainings
    - b. Citizen-oriented journalism training.
    - c. Eurasia-Media special projects
      - Documentary Films
      - Media Impact Study

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## III. Programming Activities

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### A. PROGRAM DEVELOPMENT

#### 1. Related Projects:

##### ***"Strengthening Russian Local Media and Linking Them to their Communities"***

During the report period, Eurasia-Media -- together with its partners the Eurasia Foundation (EF, Washington DC) and the Foundation for Independent Radio (FNR, Moscow) – continued to implement an initiative in support of small market Russian independent media and the communities they serve. Funded by the U.S. Department of State's Bureau for Human Rights and Labor (DRL), the program provides quality small market newspapers and radio stations with intensive New Media trainings aimed at strengthening outlets' Internet presence and helping journalists put digital tools to better use in reporting on the communities they serve.

Specific objectives of the project include, to:

- Strengthen ties between media organizations and the communities they serve through on-line interactive community-oriented journalism;
- Strengthen the quality and reach of news produced by small market media outlets

- through use of technology-based 'new media' tools;
- Bolster professional links between editors, print and broadcast journalists across targeted communities through virtual networks and face-to-face exchanges.

20 media outlets are currently enrolled in the program, of which 11 are current RIPMP client publications.<sup>24</sup> In addition, the Community Media program dovetailed with the Best Newspaper Competition to include an increased focus on new media-related technologies.

### ***Media/Elections Video Documentary Series***

With initial core funding from the USAID Department of Democracy and Governance, Eurasia-Media produced 3 documentary films exploring the role of media and civil society in Russian local elections. The project examines Russia's electoral process by documenting little-known competitive mayoral races by exploring the role of representatives from the media, civil society, politics, and the general public. Sustained public dialogue, too, were an important goal of the project, as films produced in the series premiered in their home cities, with major participants invited to take part in a moderated public discussion about the film. Produced works were also distributed online and offered via public screenings in universities and cities across Russia.<sup>25</sup> (See Eurasia-Media Special Projects for additional details).

## **2. Publicity:**

Eurasia-Media staff has made a concentrated and concerted effort to promote the work of the RIPMP by publicizing the issues facing independent print journalists in Russia's regions. In addition to generating greater awareness of the RIPMP, publicity and outreach efforts provide partner newspapers with a vital sense of solidarity and mission – essential given the physical and professional isolation the majority of regional newspapers face.

Examples of publicity-related activities include:

### **Publications**, including:

- Best Newspaper Design Catalog: Eurasia-Media and the AIRP designed and distributed free copies of the annual Best Newspaper Design compendium from 2005 - 2013. The book highlighted award-winning entries in photography, infographics, overall design, front page, and redesign among other categories.
- Regional Newspaper Book: Eurasia-Media staff designed, edited and proofed the annual "Best of Russian Newspaper" book compendium from 2007-2013. The books served as companion publications to the annual All-Russia Best Regional Newspaper competition by allowing prize winners to give behind-the-scenes accounts of their award-winning works.<sup>26</sup>

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<sup>24</sup> Specifically, these include: Vecherniy Krasnoturyinsk (Krasnoturinsk, Sverdlovsk region), Echo Nedeliya (Zheleznogorsk, Kursk region), Kurier. Sreda. Berdsk. (Berdsk, Novosibirsk region), Zhukovskie Vesti (Zhykovskie, Moscow region), Kachkanar Chetverg: (Kachkanar, Sverdlovsk region), Aspekt (Barabinsk, Novosibirsk region), Klinskoe Nedelya (Klin, Moscow region), Bataiskoye Vremya (Bataisk, Rostov region), Gorodski Vesti (Pervouralsk and Revda, Sverdlovsk region), Zolotaya Gorka (Berezovskii, Sverdlovsk region), and Globus (Serov, Sverdlovsk region)

<sup>25</sup> Two other half-hour films have been produced in the series, with both focusing on events in cities of RIPMP clients' Kachkanarskii Chetverg and Vechernoie Krasnoturinsk.

<sup>26</sup> For example, a .pdf version of the 2011 book is available for download at <http://www.bestnewspaper.ru/>

- Stop Corruption Anthology: The AIRP edited and distributed a free book publication addressing journalistic approaches to covering corruption issues.<sup>27</sup>
- **Conference events**, including Best Newspaper Design, Best Newspaper Contest, and Russia's first Infographic Conference. The events were free for all registered participants, whether publications were participating in the RIPMP or not, but promoted opportunities to participate in the program in the future.
- **Eurasia-Media produced documentary films about media and the elections.** The films have been shown to audiences in towns and universities across Russia and drawn wide coverage in the press (newspapers, radio, and in the blogosphere).<sup>28</sup> Additional public screenings include Carnegie Center Moscow, Carnegie Center Washington D.C.,<sup>29</sup> Columbia University/Harriman Institute, Tufts University, Frontline Club Russia (to date in Moscow, Nizhni Novgorod, Yekaterinburg, St. Petersburg, and Barnaul)<sup>30</sup>, and the Eurasia-Media run Newspaper at the Center of Events Conference (Moscow, Russia).<sup>31</sup> In addition, the Berdsk film was shown at the One World film festivals in Prague, CZ and featured at roundtable discussion film forums in several countries in Eastern Europe and the CIS.
- **AIRP-related events.** The AIRP promoted opportunities for membership and/or participation in training events via regular postings on media-industry sites, such as planetsmi.ru, zhurnalist-virt.ru and postings of ANRI events via Youtube.

### 3. Implementing Program Partners:

In implementing RIPMP programming, the Eurasia Foundation (Washington DC) and the New Eurasia Foundation (Moscow), working via its Eurasia-Media department, oversaw programming, implementation, and reporting of the RIPMP. Additional contributions came from a consortium of media development organizations and partners. As noted previously, this first and foremost includes **The Association of Independent Regional Publishers (AIRP)** – a creation of the RIPMP whose development into a successor institution for the RIPMP mission was a key objective.

Other valuable contributors to RIPMP programming over the years have included:

- **The World Editor's Forum (WEF)** and the **World Association of Newspapers (WAN)**, which again provided additional support to the RIPMP-supported Best Regional Newspaper Contest by providing invitations to competition winners to attend the organizations' annual international conference gathering.<sup>32</sup>
- **Independent Press Centers** (Moscow <http://www.infolegal.ru/> and St. Petersburg <http://pdi.spb.ru/>) held a variety of events in support of independent media, civil society, and law, including press conferences and roundtables highlighting the work of independent journalists, NGOs, and international guests.

<sup>27</sup> [http://anri.org.ru/fls/stop\\_corruption\\_final.pdf](http://anri.org.ru/fls/stop_corruption_final.pdf)

<sup>28</sup> <http://www.svoboda.org/content/transcript/24240058.html>

<sup>29</sup> See <http://www.carnegie.ru/events/?fa=2879>

<sup>30</sup> see <http://www.frontlineclub.ru/?secid=movies&id=50> and <http://www.frontlineclub.ru/?secid=movies&id=51>

<sup>31</sup> For all these events, at least one or more of the project team members was present for post-film discussions.

<sup>32</sup> Thankfully, both the WAN and WEF website forums now offer Russian translation – making it possible for non-English speaking Russian journalists to now participate in the discussions and community.

- **The Society for News Design (SND)**, which again provided support and additional sponsorship of the RIPMP-supported Best Newspaper Design competition. Among other forms of support, the SND offers reduced price group memberships for Russian regional newspapers. ([www.snd.org](http://www.snd.org))
- **The Foundation for Independent Radio Broadcasting (FNR)**, which provided occasional assistance towards meeting the program's new media objectives in the areas of online audio and podcasting.<sup>33</sup> Eurasia-Media's cooperation with the FNR came out of increasingly common goals, the perceived value of uniting Russian media assistance efforts, as well as the increasing convergence of the print and audio mediums on the Internet. [www.fnr.ru](http://www.fnr.ru)
- **The Levada Center**, which was a regular presenter at RIPMP-related conference events and assisted Eurasia-Media in conducting a sociological study assessing the impact of independent media on local communities.<sup>34</sup>
- **The FOJO Institute**, which hosted select AIRP member newspapers for training and exchanges at its institute in Kalmar, Sweden via a grant from the Swedish International Development Agency (SIDA)
- **The Poynter Institute**, which collaborated directly with the AIRP via an IREX International Partnerships Program to launch a Russian language version of its online journalism courses.<sup>35</sup>
- **Internews-Russia**, which provided essential legal support to RIPMP partners with the launch of the program in 2004. After the organization was shut down by the Russian authorities in 2005, Internews trainers continued to serve as ad hoc legal consultants on pressing media law issues.
- **The International Center for Journalists (ICFJ)**, which partnered with Eurasia-Media to bring American consultants to Russia and use them to develop training programs and as teachers. The International Center for Journalists was founded in 1984 as an independent, non-profit organization dedicated to improving the quality of journalism worldwide, especially in countries with little or no tradition of an independent press.

## **B. PROGRAM PLANNING / IMPLEMENTATION**

**Participant Recruitment:** One of the challenges to the RIPMP from the outset was identifying promising independent media outlets in the regions. There were simply no maps or guidebooks with recommendations at hand. As a result, opportunities for participation in the RIPMP were distributed through a variety of means, including word of mouth, promotional events (such as conferences), "Best of" anthology books distributed to journalism faculties, as well as letters and informational postings to promising websites. In doing so, clear guidelines for participation in the program were established to weed out incompatible publications (see qualifications for participation below). If a publication

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<sup>33</sup> FNR and Eurasia-Media currently administer a joint Community Media program through the U.S. Department of State's bureau of Human Rights and Labor (DRL).

<sup>35</sup> <http://anri.org.ru/projects/poynter.php>

expressed interest in the program and RIPMP staff believed a good fit for the program, the newspaper's owner/publisher was invited to Moscow to discuss the program in more detail.

**Newspapers that qualify for the RIPMP must be:**

- committed to ethical principles of independent journalism;
- reader-oriented and socially responsible;
- an independent and transparent business;
- legally registered and published in the Russian Federation;
- open to learning and eager to share knowledge.

**Newspapers that do not qualify for the RIPMP include publications:**

- controlled by state or oligarchs (regional or national);
- serve as mouthpieces of political parties and power groups;
- publish on themes other than general-interest news;
- engaged in any kind of xenophobic propaganda;
- function as local versions of national or Moscow-based publications.

Provided both sides were still on board, RIPMP staff later conducted an on-site needs assessment of the newspaper to map out further training needs. As the program progressed, newspapers newly acquired or launched by existing partner publications (for example, when an RIPMP newspaper launched sister publications in neighbouring markets) were automatically included in the program for training and consultancies as needed. Eurasia-Media also made a particular effort to map out additional partners for the program in regions where a 'cluster' of RIPMP newspapers had begun to form.

**C. TRAINING SEQUENCES (JOURNALISM, MEDIA-BUSINESS, NEW MEDIA)**

As noted in the introduction, participation in the RIPMP remained contingent upon an informal agreement between Eurasia-Media and the partner media outlet's ownership regarding expectations of the program. Incoming participants to the program worked with Eurasia-Media to carry out a needs assessment relative to journalism, media-business related management, and – later - online capacity. In turn, existing RIPMP clients worked with program staff to plan, schedule, and tailor new training programs and consultations to address the areas of most need. Upon acceptance into the program, training-related activities were continuously updated and modified to reflect circumstances on the ground – particularly in light of unpredictable crises such as censorship, violence against journalists, economic hardship, and coverage of special events like elections.

In general, program trainings pursued an 'arc' by which client newspapers began with more basic aspects of newspaper journalism and moved towards targeted sessions that address concrete needs – such as new Internet technologies, advanced editorial issues, and the like. In turn, existing and graduate client newspapers were provided access to specialized trainings and/or workshops according to interest and need. When and where appropriate, skilled personnel from 'graduate publications' worked as co-trainers alongside RIPMP staff, encouraging horizontal connections

between partner newspapers in addition to the traditional 'top-down' training model. The program also saw both Eurasia-Media and the AIRP greatly expand use of distance educational 'webinars' and virtual editorial 'meetings' as a means for instruction, discussion, and networking with partner publications.

#### **D. NETWORKING ACTIVITIES**

Components and activities aimed at facilitating communication, building and developing formal and informal associations, creating and improving shared standards, and setting higher professional benchmarks were built into all aspects of the RIPMP. Over the life of the program, these networking activities took on a variety of forms, including: conferences, exchange programs, partner-to-partner trips, internships, professional competitions, systems of peer critique, as well as the creation of online Internet-based communities. As noted earlier, many of these networking efforts also folded into the work of the AIRP, which, as an association, promotes the interests of independent regional media as a whole.

#### **E. MONITORING, EVALUATION, AND ANALYSIS**

To monitor the progress of participating newspapers, Eurasia-Media developed a simple but efficient evaluation mechanism intended to uphold standards for the program.

Specific monitoring tools consisted of:

- **Data analysis:** During the application and evaluation process, the project staff collected detailed information on each participating newspaper across a broad range of indicators, including internal structure and resources and market performance. This data is updated on an ongoing basis, with changes analyzed. A special questionnaire was also distributed to partner newspapers, assessing information regarding major changes in local markets, comparative commercial performance relative to state-owned competitors, as well as feedback and narratives about the general outlook of the newspaper following involvement with the RIPMP.
- **Site visits:** When appropriate, participating newspapers receive on-site visits from project staff, adding to the implementing team's ability to make a comparative analysis of qualitative changes in newspapers' performance, outlook and professional standards.
- **Program Staff Monitoring:** Eurasia-Media staff regularly monitored newspapers for overall quality of reporting, range of news topics, and relevance. Partner newspapers also submitted paper and/or .pdf copies of their final editions to Eurasia-Media. As RIPMP partner publications moved to online publishing, additional monitoring was conducted relative to their web offerings.
- **Qualitative market research:** Throughout the life of the RIPMP, Eurasia-Media project staff organized occasional research studies of Russian regional newspaper markets. For example, the program would convene focus group surveys with readers and advertisers when deemed appropriate and beneficial. The point of these studies was to assist worthy partner outlets in improving the quality of their publications as well as guide Eurasia-Media in its own programming strategies.

- **Gender Monitoring:** In addition to general progress and outcome monitoring, the program team made an effort to monitor the gender composition of all activities. As a rule, the team strove to ensure that the participant base was evenly divided between men and women, and that women are given equal opportunities to benefit from all of the program's segments. The reality, however, was that women vastly outnumber men in both the newsroom, management, and advertising staffs of newspapers.
- **Media Impact Study with Levada Center:** Beginning in 2011, the project team together with the Levada Center launched a sociological study aimed at assessing the impact of independent media on local communities. Specifically, the study compares similar regional cities that do or do not have local independent media and examine the degree of citizen participation and involvement in civic affairs.<sup>36</sup>

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## IV. Progress, Plans & Obstacles

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**The following sections outline progress toward meeting the targets established in the annual Work plans for FY2005 – 2013:**

### **Objective 1: Professionalism and ethics of targeted non-governmental newspapers increased**

Though many Russian regional newspapers often talk about their devotion to the principles of freedom of speech, professionalism and journalistic ethics, the reality is that the vast majority of news they publish remains very poor by international standards. These problems start at the most basic level, with poor news judgment, biased coverage, mixing facts and opinions, unchecked facts, stories that are unfocused, boring, irrelevant and poorly structured, bad design, limp photojournalism and irresponsible coverage of socially important issues. And these weaknesses can extend across the entire product – publishing paid advertising stories, unmarked advertising, products inadequate for their targeted niche -- creating a vast disconnection between newspapers and their audiences.

As a result, readers often have little loyalty to their local newspaper and mistrust media overall. Readership of many regional news publications remains comparatively small and shows signs of further decline. Stunted circulation makes publications

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<sup>36</sup> A full version of the report in Russian can be found at <http://www.eurasia.org/publications/independent-media-small-town-2011-12>

financially vulnerable and susceptible to corruption and outside pressure. Ultimately, local communities lack quality information to make educated decisions about their own lives. As a result, the RIPMP sought to employ a range of training and education-related activities for partner publications.

**Activities:** Program staff offered a full range of activities for client publishers, editors at all levels, reporters, designers and photographers, aimed at increasing their professional skills and ethics.

Specific activities included:

- **Core Editorial Training Sequences:** Eurasia-Media developed standard journalism and editorial training sequences, including specific sessions for designers and photographers as an introduction for partner publications to the RIPMP (See insert this page for details on training components). While sessions were traditionally conducted on-site at the outset of the program, that approach gradually gave way to using cost-effective distance learning 'webinars' as the program evolved. This new virtual approach to training included near weekly online group editorial 'meetings' between regional partners and Eurasia-Media staff,<sup>37</sup> where discussions focused on story pitches, strategies for tackling local storylines and in-depth editing sessions with regional journalists. The AIRP, in turn, worked with Eurasia-Media business media trainers to handle a majority of management and circulation-related events. These trainings, too, consisted of both traditional trainings and virtual webinar sessions, which grew in number as the program progressed.
- **On-Site Consultancies:** Where face-to-face interactions are considered more effective, the program team worked directly with partner newspapers to resolve content-related issues via onsite consultancies. This

### Core Editorial Training Components

**Ethics as a part of the everyday job:** Journalists best perceive ethical principles not when ethics is taught as a separate subject, but when it is engrained in every piece of actual work. Indeed, ethics is not technology and not specialization but a belief system on which a media practitioner can build his or her professional life. RIPMP did not conduct separate sessions and conventions on ethics but instead included practical ethics of journalism in every session.

In **Basic News Reporting**, students started the course learning about such journalism values as balance, fairness, and wholeness. They participated in exercises to learn to recognize and avoid bias, opinionated statements, manipulation, stereotyping and undue attention to yellow and scandalous topics.

At sessions on **Political, Business and Social Reporting**, ethics addressed through concrete risks related to covering these specific beats. Trainings especially emphasized the damage done to readers by hidden advertising or stories that look like hidden advertising. Special teaching exercises focused on how to cover corruption, political campaigns, HIV/AIDS, religion and other topics with specific ethical challenges.

In **Basic and Advanced Editing**, RIPMP trainers taught partner journalists about how to edit bias from stories, how to attribute sources, double-check facts, excise stereotyping and dangerous clichés. This approach taught editors how to enforce ethical principles in newsrooms to make them truly underlying assumptions, not just espoused statements.

In the **Newspaper as a Product** course, we will demonstrate to newspaper managers and owners how the newspaper business is a business built primarily on trust, and that unethical practices, such as hidden advertising, undermine the very foundation of a future success.

<sup>37</sup> While participants in the project varied from week to week, groups averaged around 16 journalists/editors per session, with some 40 meetings held throughout the year.

approach was particularly useful in that they provided an opportunity to train the entire staff of a publication over the course of several days. Emphasis for these sessions covered virtually all aspects of content, including writing, editing, design, photography, and – particularly in the later years of the program – new media-related issues.

- Editorial Workshops:** As part of a networking exercise developed under the original RIPMP, Eurasia-Media organized an average of 2 on-location 'editorial workshops' aimed at assisting editorial staff from new partners to the RIPMP. Under the program, a select group of RIPMP trainees travelled to a partner newspaper to help produce a quality issue of the publication. Later, this concept was expanded to include website 'barnraisings' whereby the group helped create a critical mass of content for launch of the local publication online – for example, in Serov (Serov Globus, Sverdlovsk oblast, where 12 RIPMP journalists volunteered) in July 2011 and Omutninskiye (Omutninskiye Vesti, Kirov oblast, where 8 RIPMP journalists volunteered). In 2012, Eurasia-Media used this same concept in approaching investigative journalism seminars. For example, a week-long seminar in Krasnoturinsk in the Urals looked at financial structures within so-called 'mono-gorods' (one factory towns); a week-long seminar in Krasnodar addressed police corruption and malfeasance related to the flood recovery efforts in Krymsk.

- Educational Publications:** As part of RIPMP's outreach to Russian journalists and students beyond the direct scope of the RIPMP, Eurasia-Media and the AIRP oversaw publication of educational books that support independent regional media.

- Eurasia-Media/AIRP's annual "Best Regional Newspaper" compendium featured the best of independent news reporting from Russia's regions. The editions feature both the award-winning articles in question as well as accompanying analysis providing the story 'behind the story.'<sup>38</sup> Through these articles, readers got an honest account of the challenges – and rewards – of practicing journalism in Russia today.

- Eurasia-Media and the AIRP's annual "Best Newspaper Design" featured the best of independent newspaper design work in areas such as layout, infographics, and photography among other categories. Indeed, the 'look' of this collection seemed to improve yearly – with top award-winning Russian newspaper designers volunteering their time to create wildly creative design and layout. Once again, the purpose of the book was to inspire regional newspapers designers to adapt to contemporary design practices.



<sup>38</sup> <http://www.bestnewspaper.ru/files/katalog2009.pdf>

- The AIRP's 'Stop Corruption: Journalistic Practices' featured a collection of essays, advice, and behind-the-scenes account of investigative journalism work. The book was issued to both active and perspective member publications at AIRP and Eurasia-Media related events as well as distributed to journalism schools.

**Professional Conferences/Competitions:** Throughout the year, Eurasia-Media and the AIRP hosted a series of conference events (Best Newspaper, Best Design) each of which contains an educational component aimed at partner clients' journalistic development. In addition to the conferences, an independently judged awards competition recognizes and promotes the best work in regional Russian journalism, with RIPMP client partners taking many of the top prizes again this year. (See 'Networking' section for more details).

**Crisis Interventions/Flex-Trainings and Seminars:** In the face of changing circumstances on the ground, the project team occasionally organized flex seminars and/or crisis interventions aimed at supporting the editorial position of partner clients in times of need.

**Independent Media Impact Study:** In 2011, Eurasia-Media began work with the Levada Center on a sociological survey assessing the degree to which independent media does or does not impact the civic 'health' of Russian communities. Specifically, the study compares cities where local independent media is reasonably established against similar regional cities where such media does not exist. The Levada Center project team, led by Dr. Alexei Levinson, conducted comparative focus group studies in the following cities:

- Berdsk and Altai (Novosibirsk oblast)
- Serov and Troitsk (Sverdlovsk oblast)
- Zhukovskii and Dubna (Moscow oblast)

### **Independent Press Centers:**

The RIPMP also provided critical support to Independent Press Centers in Moscow<sup>39</sup> and St. Petersburg.<sup>40</sup> The concept of the centers arose from a lack of public spaces where leading voices in the fields of human rights, environmental reform, legal reform, free speech, social justice, and other important civic issues could be heard. The centers operate independently of one another but have collectively hosted hundreds upon hundreds of press conferences, roundtables, small format conferences, seminars, and workshops – reaching literally thousands of students, journalists,



<sup>39</sup> ([www.infolegal.ru](http://www.infolegal.ru))

<sup>40</sup> (<http://pdi.spb.ru/>)

and civil society leaders.<sup>41</sup>

## **Objective 2. Business development and financial self-sustainability of targeted non-governmental regional newspapers strengthened.<sup>42</sup>**

### **Activities:**

When the program began, most independent regional newspapers operated in comparatively poor markets with limited resources – a situation that required, at minimum, smart use of available resources. However, the majority of regional newspapers lack qualified managerial staff, especially at middle management level. Often, organizational structures, business processes, motivation and staffing systems proved inefficient. This lack of management capacity limited the organizational and business development of independent newspaper companies. Often the low professional qualifications of the sales staff and/or the mismanagement of advertising departments stunt the growth of advertising revenues. Only a small number of newspapers had circulation managers, and even fewer newspapers could boast that they had comprehensive marketing and promotion strategies. Worse still, poor internal control, opaque accounting processes and poor budgeting skills left these companies vulnerable to attacks by state agencies that use audits and inspections as a means of political pressure.



In contrast, the RIPMP offered a range of activities aimed at building skills among publishers, sales, marketing and distribution managers with the goal of developing regional newspaper partner newspapers into transparent and socially responsible businesses. As with the journalism component of the RIPMP, business trainings gradually become more 'virtual' as the program progressed, although face-to-face training sessions and individual consultations remained an important part of program outreach.

Specific media business assistance measures for the project period included:

- **Business Trainings:** Eurasia-Media offered all participating newspapers regular access to trainings on a range of media business-related issues. Topics covered in the standard sessions included strategies for marketing (connecting with local advertisers in a way that also appeals to readers), circulation (particularly maintaining circulation against state-backed media), and media management in

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<sup>41</sup> Note that figures from the Independent Press Centers were not included in overall statistics relative to the RIPMP, as the centers essentially operated independently of the program. The Moscow center averaged 280 events per year. The St. Petersburg center -- 120.

<sup>42</sup> in a position to serve their readers as best is possible given circumstances on the ground.

small markets. Coping with the effects of the global financial crisis, too, was a regular focus of sessions beginning in 2009. As the program progressed, business sessions increasingly took on a webinar format and tackled business problems posed by digital publishing and online marketing.

- **Consulting Projects:** Select newspapers were eligible for individual business consulting projects that included a full range of interventions such as on-site trainings, online consultations, and intensive management and sales training for key personnel. In some cases, these targeted trainings focused on partner 'clusters' – such as in Kirov and Sverdlovsk oblasts – where RIPMP/AIRP members were numerous. This approach was helpful in both improving business practices through direct access to consultants as well as helping network neighbor publications within a region.
- **AIRP Training Services (Paid):** AIRP continued to offer sliding scale fee-based and/or cost-share versions of Eurasia-Media's management/ad training services for regional independent newspapers. Session trainers included successful regional and national publishers with relevant and immediate knowledge of local markets and potential growth strategies. In addition, AIRP held a series of legal seminars addressing particular issues of importance to media business development, such as copyright and trademark law.
- **Networking activities:** As with the RIPMP's journalism component, a key element of the media-as-business effort includes professional networking opportunities. Notable events throughout the life of the program include annual conferences addressing the concerns of small market newspapers, U.S. based internships for Best Regional Newspaper main category winners (hosted by the Milwaukee Sentinel, the New Orleans Times-Picayune, and the Patriot-News in Harrisburg, PA), as well as short-term internships and study visit programs for regional newspaper managers through the FOJO Institute for media in Sweden and an IREX International Partnerships grant.

### **Objective 3. Networking among non-governmental regional newspapers strengthened and in a better position to defend the interests of independent media.**

Russian print media associations were completely underdeveloped when the RIPMP began its work. Several existing associations represented different and often incompatible amalgamations of media outlets. As a result, the RIPMP worked with core clients of the Media Viability Fund, a Eurasia Foundation precursor to the RIMPMP, to spark the creation of the Association of Independent Regional Publishers (AIRP). From the outset, the association's strict membership criteria included not only independent ownership but also the practice of ethical principles and journalistic values.

Over the course of the RIPMP, the AIRP's membership grew and, gradually, the association began to assume a greater role in the implementation of programming. Particularly in the final four years of the RIPMP, the AIRP played a major role in the organization and implementation of annual conference events (AIRP Members Summit, Newspapers in Small Markets, and Editors Forum), lobbying efforts on behalf of independent media, as well as specialized trainings for member clients.

Other efforts, too, sought to bind quality regional publications often isolated from one another by geography and lack of networking opportunities. Conferences, group trainings, and professional competitions are just some of the ways the program has promoted a sense of community among client publications in a real and meaningful way.

Specific network strengthening activities include:

**AIRP Membership and Capacity Building:** The AIRP greatly expanded its membership base during the program, growing from just a few newspapers to 70 publishing houses from all across the country.<sup>43</sup> Benefits of membership included annual summit member conferences, access to journalism and business media trainings, legal support, as well as opportunities to participate in the governance of the association. In addition, the AIRP presented a united front in defense of the interests of independent media, through lobbying at the Public Chamber, and occasionally, defense of members in times of need.



Other AIRP-related activities included:

- **'Soft' Competitions:** The AIRP also sponsored 'soft' contests such as a monthly 'Best Front Page' competition to promote quality standards and a friendly sense of competition between member clients. Participation in these events remained high throughout the year, in part as a result of efforts to solicit participation via media industry websites, with an average of 170 newspapers participating in the contests.<sup>44</sup>
- **Newspaper in Education:** Beginning in 2009, the AIRP launched a Newspaper in Education program ([www.edupaper.ru](http://www.edupaper.ru)) aimed at introducing newspaper content into school curriculum. with schools and subsequently, teachers and young readers. Coordinated with the international Association of Newspapers Young Readership Development, Russia's NIE program featured annual conferences for journalists, teachers, and students. At time of writing, 12 regional newspapers are participating in the NIE.
- **Legal Consultation:** The AIRP continued to provide member newspapers with access to free legal advice from qualified media lawyers. Support came both through online law-related webinars as well as regular monitoring of media law issues as they related to independent media.<sup>45</sup>
- **Trainings:** (See Objective 1 'Professionalism and ethics of targeted non-governmental newspapers increased' and Objective 2 Business development

<sup>43</sup> A map detailing all current AIRP member can be found at: <https://maps.google.com/maps/ms?ie=UTF8&hl=ru&msa=0&msid=218070504436315353534.0004a28567e354b1c9a50&ll=61.773123,81.386719&spn=39.628762,240.117188&z=3>

<sup>44</sup> <http://anri.org.ru/frontpages/month.php>

<sup>45</sup> <http://anri.org.ru/laws/>

and financial self-sustainability of targeted non-governmental regional newspapers strengthened.')

- **AIRP Member Events:** The AIRP held a number of member events designed to strengthen networking within the association. These included Member Summits, their annual Editors Forum, a Small Market Newspapers conference, and Newspaper in Education related events. Together these provided opportunities for the organization to not only serve the needs of independent media, but also raise the profile of the association.

**Professional Conference/Competitions:** Well-developed professional conferences and competitions are both great networking tools that bring together people from different places and provide workshops where professional development, as competitors benchmark their work against the work of others.

The RIPMP sponsored a host of major events throughout the year, including:

- **The Best Newspaper Design Conference/Competition<sup>46</sup>**  
([www.newspaperdesign.ru](http://www.newspaperdesign.ru))<sup>47</sup>

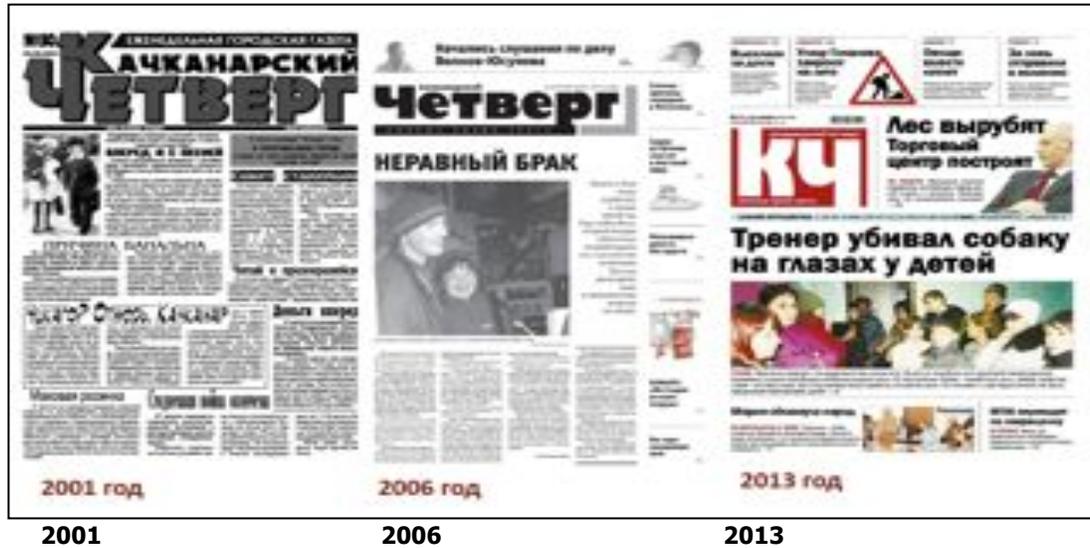
Beginning in 2005, Eurasia-Media, the AIRP, and the Russian Society for Newspaper Design oversaw organization of the annual Best Newspaper Design Conference for Russian newspapers. The annual event was founded in an effort to promote the highest standards for professional designers, editors, artists, photographers, and others whose work effects the 'look' and 'feel' of newspapers. Principles of the conference and competition include free exchange of ideas between newspaper professionals and a mission to the improve the visual culture of informational publications.

### **Design over the Years: Kachkanarski Chetverg**

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<sup>46</sup> A complete program schedule from the conference can be found at [http://www.newspaperdesign.ru/NewsDesignConf2010\\_11.pdf](http://www.newspaperdesign.ru/NewsDesignConf2010_11.pdf). A list of competition winners can be found in the Appendix.

<sup>47</sup> Video of conference presentations can be found at: <http://www.newspaperdesign.ru/index.php/Konferentsiya-Gazetnyy-dizayn-2010/Video-Konferentsiya-Gazetnyy-dizayn-30-31-oktyabrya-2010-goda/Zal-1.-30-oktyabrya-2010.html>



Traditionally, the conference/awards ceremony took place in the fall, and features two days of presentations and master classes by leading international and Russian experts in the field, as well as formal presentation of the previous year's award nominees.

Presentations from the conference have included included:

- Lili Lu, (Republic of China)<sup>48</sup> on Chinese newspaper design
- Jorsdic Guzman Bulla (Germany, Welt am Sonntag) on story planning.
- Andrey Garulkin (RIA-Novosti) on multiplatform authoring
- Pavel Shorok (RIA-Novosti) on multimedia infographics
- Yuri Gordon (Type Designer, Moscow, Russia) on font design

Nominations for 'best design' awards are judged by an international independent jury in seven distinct categories: best newspaper design, front page, infographics, informational package, use of documentary photography, illustration, and redesign. I

- **Best Regional Newspaper/Newspaper at the Centre of Events<sup>49</sup>**  
The Eurasia-Media/AIRP-organized Best Newspaper Contest and accompanying 'Newspaper at the Centre of Events' conference served as a major annual tie-in for all RIPMP-related programming. Since its founding in 2006, the conference has sought to network and educate Russia's independent journalists on key issues confronting the industry, while recognizing the best works in regional Russian print journalism as determined by an independent international jury of peers. (The exception to that rule would become prizes in the youth/children's newspaper categorie: beginning in 2010, children comprised the jury.)

<sup>48</sup> Recipient of the Society for Newspaper Design's Gold Award in 2010.

<sup>49</sup> A copy of the complete sample program schedule can be found at [http://bestnewspaper.ru/program2011\\_fin.doc](http://bestnewspaper.ru/program2011_fin.doc)



Award categories included 'Best Newspaper', 'Best Front Page', 'Best Investigative Story', 'Best Community Outreach', as well as 'Best Youth Daily', 'Best Children's Page', and – beginning in 2009, 'Best News Website'.

The competition averaged 250 submissions from 160 newspapers across Russia. The conference event itself was attended by an journalists from regions all across Russia, as well as visiting presenters from Russia, Ukraine, Europe, the Middle East, and the United States.<sup>50</sup> Conference organizers often tried to balance presentations around news industry trends, developments in Russian political and civil society, new media technology, and innovative reporting.<sup>51</sup>

Examples of past conference session topics and presenters, include:

The future of investigative reporting, with presentations by:

- Tom Jennings (Frontline PBS, New York) on “Law and Disorder” – a multimedia investigation of murders in post-Katrina New Orleans. A collaboration between Pro-Publica, Frontline, and the Times Picayune, the project has received numerous prizes, including a Polk Award and Best Investigative Site award from the Online News Association.
- Nina Petlyanova (Novaya Gazeta, St. Petersburg) on their newspaper’s investigations into government sponsored charity programs.
- Valery Nazarov, (Pilgrim67, Chelyabinsk) on investigative online work done by bloggers in the Urals.
- Paul Ivashevich, (The Informant, Lviv, Ukraine), on specifics of investigative work in Ukraine.

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<sup>51</sup> For several years, the conference's unofficial co-sponsor was, oddly enough, RIA-Novosti, the once largely independent arm of state media recently closed in favor of the far more aggressively propagandistic Russai Sevodnya.

Russia's Political Future, including presentations by

- Yevgeny Gontmakher, (Institute of Contemporary Development) on Russia's 'modernization' policy.
- Liliya Shevtsova (Moscow Carnegie Center) on the challenges and changes ahead in Russian society and politics.
- Lev Gudkov (Levada Center) on the Russian public mood.
- Denis Volkov (Levada Center) on Society, Media and the Internet.

New Technology and News, including presentations by

- David Brewer, Media Helping Media, on running an efficient convergent newsroom.
- Tatyana Isaeva, Head of Yandex-news, on Yandex's aggregation news service.
- Igor Belkin (Lenta.ru) on writing for the web and SEO tools.
- Arkady Pildes (Radio Liberty) on new media tools helpful to newspapers.
- Mandy Jenkins (Huffington Post, Washington DC) on tools and approaches for community building.
- Scott Anger, independent filmmaker (former LA Times) on methods to improve online video content.

Elections and Media, including presentations by:

- Anastasia Solodkova, (Kurier.Sreda.Berdsk, Berdsk) on debates organized by the newspaper ahead of March 2011 mayor elections in the Siberian town.
- Eugene Zinoviev, (Gorodski Vesti, Pervouralsk), on the ethnical challenges faced by the newspaper during the controversial March 2011 mayoral elections in the Urals mountain town.
- Fyodor Kravchenko, Media Lawyer, on legal particularities facing newspapers when covering the elections.

Engaging Young Audiences, including a workshop by:

- Svetlana Maximchenko (Akzia, Moscow) on approaches in coverage used by the award-winning Russian arts/news weekly.

• **Information Graphics and Information Design Conference<sup>52</sup>**

In May of 2011, Eurasia-Media, the Russian Society of Newspaper Design, and Infographer ([www.infographer.ru](http://www.infographer.ru)) teamed up to organize Russia's first-ever conference dedicated to the art of information design. The event was hosted by St. Petersburg State University and included presentations by a range of international and Russian specialist. Due to the popularity of the event, the conference was again held in 2012.

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<sup>52</sup> A complete schedule from the Infographic conference can be found at [http://www.newspaperdesign.ru/program\\_ig\\_21-04\\_new.doc](http://www.newspaperdesign.ru/program_ig_21-04_new.doc)

Presenters have included:

- Javier Erea, President of the Spanish branch of the Society for News Design
- Svetlana Maxichenko, Editor of Akzia (Moscow), winner of the 2010 SND International Gold Award.
- Olga Privalova and Igor Shumilev (Infographic Design Studio 'Paravos')
- Denis Krukov (RIA-Novosti Infographics Department)
- Dmitri Surnin (Editor, Moi Rayon, Moscow)
- Pablo Ramblas (Sin Palabras, Madrid)
- Arteom Koleganov (Editor, Infographic Magazine)

**Internships and Exchanges:** RIPMP II provided a range of opportunities for partner members to gain additional skills via internships and educational work exchanges. These exchanges allow multi-level networking not only among managers and owners, but also among journalists, editors, production managers and sales personnel to spend time working with other partner publications and/or participate in international exchanges. In the view of the project team, both foreign and domestic exchange opportunities are extremely effective in building a sense of community among independent media actors and help promote high standards for quality.

During the program, exchanges included:

- U.S.-based Internships: As has become tradition via the RIPMP, winners in the main journalism categories of the Best Newspaper Competition were offered U.S.-based internships. Participating U.S. newspapers included the Milwaukee Sentinel (Milwaukee, WI), the Times Picayune (New Orleans, LA) and the Patriot News (Harrisburg, PA). Note that these exchange opportunities stemmed from the participation of newspaper staffers in program conferences.
- FOJO Media Institute, Sweden: With funding from SIDA, several AIRP member newspapers participated in several group exchanges with the FOJO Press Institute in Kalmar, Sweden. Sessions included two week-long workshops on newspaper website improvement workshops and media business management.

#### **IV. Online capacity of independent regional publications strengthened and in a better position to report on and interact with the communities they serve.**

**Activities:** While the RIPMP was initially conceived to directly address the needs of newspapers in the traditional sense of the word, the program greatly expanded its mission in the final years to address technological changes occurring in the publishing industry.

Over the course of the project period, Eurasia-Media and the AIRP have helped regional partners gain a digital foothold – with all now having launched web editions of their print publications, and several serving as key discussion forums for local issues in their home cities. Subsequently, Eurasia-Media and the AIRP introduced

additional trainings to help publications' not only participate in the online world but drive the online debate – through increased focus on social media, reader interaction, and citizen-supported newsgathering.<sup>53</sup>

Key activities tied to new media for included:

**a. New Media Trainings for Journalists:** Both Eurasia-Media and the AIRP hosted regular training events (both traditional and webinar) aimed at improving partner members' online capacity. Specific issues addressed included writing for the web, strategic use of video, search engine optimization, audio/podcasting as well as interactive tools, multiplatform authoring, and social networking. The result is that now nearly all RIPMP partners have either launched and/or upgraded their websites -- retooling their newsrooms into 'web-first' publications in the process.



Other new media related training included Eurasia-Media 'web barnraisings' for publications struggling to launch websites. Through the effort, Eurasia-Media staff with programming and online content experience worked directly with newspapers to launch a website over the course of a week to migrate content online. Examples include barnraisings in Serov, Sverdlovsk oblast ([serovglobus.ru](http://serovglobus.ru)), Omutninsk, Kirov oblast ([omvesti.ru](http://omvesti.ru)), and Yakutsk, Yakutia ([www.vecherniy.com](http://www.vecherniy.com)). Finally, it's worth noting that the Best Regional Newspaper, Best Newspaper Design, and Infographic News conferences were heavily devoted to new media issues and included consultations and specialized workshops.

**b. New Media Trainings for Business:** The project team hosted regular training events (both traditional and webinar) aimed at helping media partners develop online news business model strategies. Specific issues addressed included new approaches to online advertising, fundraising/crowdsourcing, and community outreach. Yet the reality is that most RIPMP partner newspaper – indeed like many American newspapers – have struggled to sell advertisements online beyond the standard banner ads and similar fare.

**c. Citizen-Oriented Media Trainings:** Building on a successful model launched via the *Kurier.Sreda.Berdsck* in Berdsck Siberia last year, Eurasia-Media worked with RIPMP partners to encourage greater interaction with readers via news websites. Trainings included sessions focused on online community building, effectively moderating forums, and use of social media in compiling news among others. Most notably, RIPMP partners successfully launched reader-based 'Submit Your News' sections on their websites. The kind of 'citizen journalism' has proven to be a

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<sup>53</sup> Note that additional programs dovetail with these new media efforts. For example, a US State Department DRL-funded Community Media program will work with several RIPMP partners to promote community-oriented new media reporting through 2011; in addition, the AIRP has been participating in an IREX-funded media partnership program by working with the Poynter Center Online; Finally, the AIRP is active in a SIDA-funded partnership with the Swedish FOJO Institute, where many new media issues are also involved.

wellspring of reader contributed news on everything from potholes and lost pets, to election coverage and consumer rights.

#### **d. Eurasia-Media Special Projects:**

- **Documentary Films/“Role of Media, Civil Society, and Public Servants in Russian Local Elections”** With core funding from USAID and EPP, Eurasia-Media produced a series of documentary films/discussion forums examining small town elections in regional Russia – in the home cities of partner media outlets.<sup>54</sup>

For example, Eurasia-Media’s project team covered the March 2011 mayoral elections in Berdsk (Novosibirsk oblast), where the refusal of United Russia to participate in local debates organized by the Kurrier.Sreda.Berdsk newspaper helped trigger a rare second round run-off election against the Communist Party. In May of 2011, the film ‘Made in Berdsk: A Story of One Protest Vote’ premiered



to a standing-room-only audience at a local Berdsk movie theatre, with film participants and producers Maria Eismont, Charles Maynes, and Andrey Babaev on hand to discuss the film. Ultimately, more than 500 people turning out for the local screening, forcing the theatre to organize an impromptu second free screening to accommodate the overflow.

Following the premier in Berdsk, the project team participated in a series of additional screenings and promotional activities. Producers Masha Eismont and Charles Maynes participated in two screening/discussion forums in Moscow, Novosibirsk, Barnaul, and St. Petersburg. The films producers also provided press interviews (“Echo of Moscow, St. Petersburg”, Voice of America, Radio Liberty, AltaPress), authored articles (Novaya Gazeta, St. Petersburg and Moskovski Novosti), and launched an online campaign via Vimeo, YouTube, and the blogosphere.<sup>55</sup> As a result, the film received 15,000 + viewings via postings on the Echo of Moscow main page, influential Runet pioneer Anton Nossik’s blog, the AltaPress web portal in the Altai, and Kurrier.Sreda.Berdsk’s own webpage.<sup>56</sup>

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<sup>54</sup> Eurasia-Media produced two documentaries on RIPMP partners in Krasnoturinsk and Kachkanar in 2010, and in RIPMP partner Berdsk in 2011.

<sup>55</sup> Sample coverage articles include: [http://www.mn.ru/newspaper\\_zoom/20110406/300887032-print.html](http://www.mn.ru/newspaper_zoom/20110406/300887032-print.html) <http://www.voanews.com/russian/news/Russia-fair-elections-Berdsk-experience-2011-10-20-132225718.html> <http://www.svobodanews.ru/content/article/24365232.html> and <http://carnegie.ru/events/?fa=3350> <http://www.lenizdat.ru/a0/ru/pm1/c-1099543-0.html> [http://www.1tvnet.ru/content/show/sdelano-v-berdske---film-o-svobode-viborov-v-rossii\\_04345.html](http://www.1tvnet.ru/content/show/sdelano-v-berdske---film-o-svobode-viborov-v-rossii_04345.html) <http://civilcontrol.ru/gkregions/277-berdsk-kak-simvol-chestnyh-vyborov.html> <http://www.novayagazeta.spb.ru/2011/67/4> <http://www.tebe-i-vsem.ru/node/1479>

<sup>56</sup> At time of writing, the Berdsk film had an estimated 12,000 views according to online tracking statistics via Youtube and Vimeo. See <http://www.youtube.com/watch?v=fwbXmXTCRDM> and <http://vimeo.com/29361792>

An English language subtitled version of the film was also produced ahead of an October 2011 screening at the Carnegie Endowment in Washington DC.<sup>57</sup>

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## V. Implementing Partners

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### a. THE EURASIA FOUNDATION:

Eurasia Foundation is a leader in the development of open, just and progressive societies. Its programs promote local economic development, youth engagement, cross border cooperation, independent media and public policy, and institution building. Eurasia Foundation encourages and enables citizens and communities to seek local solutions for local problems. Since 2004, Eurasia Foundation has evolved from a U.S.-based foundation with multiple field offices into the Eurasia Foundation Network – a constellation of affiliated, locally registered foundations in Russia, Central Asia, the South Caucasus, Ukraine and Moldova that work in partnership with Eurasia Foundation in the U.S. Eurasia Foundation also has programs with China where Eurasia Foundation, with its local partners, supports local community development.

The Eurasia Foundation Network has supported the development of print and electronic media in almost every country in the region and currently has media projects operating in seven countries. Independent media outlets continue to confront censorship and a dangerous environment for journalists. The Eurasia Foundation Network supports their critical work by providing technical assistance and grants to improve editorial practices, enhance financial sustainability, and increase media's use of the Internet.

In 2004, Eurasia Foundation set up New Eurasia Foundation (**FNE**) as an independent, Russian organization as part of its strategy to establish partner foundations throughout the region. FNE implements programs designed to enhance social development and human capital and improve the competitiveness of Russia's territories.

### b. THE NEW EURASIA FOUNDATION:

**NEW EURASIA FOUNDATION** is a nongovernmental, non-commercial organization established in Moscow in 2004. The New Eurasia Foundation improves the lives of Russian citizens by consolidating the efforts and resources of the public, private, and nongovernmental sectors and implementing social and economic development programs at the regional and local levels that are based on the most advanced domestic and international expertise and innovative technologies.

**NEW EURASIA** is a social development agency whose primary objectives are to assess and analyze various aspects of socio-economic development of Russian territories, to design proposals, recommendations, and strategies addressing

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<sup>57</sup> An English subtitled version of the film can be viewed at <http://vimeo.com/30257998>

territorial development problems, to implement socially meaningful projects and mobilize interior and exterior resources required to support their implementation. Over the period of its operation New Eurasia has successfully implemented more than thirty social development projects and programs.

### **MAIN AREAS OF OPERATION**

- Designs projects and programs, implements and supports implementation of complex territorial development programs in the Russian Federation.
- Supports modernization of regional education systems (general, vocational, and tertiary education).
- Supports development of local self-governance and implementation of the housing reform.
- Facilitates development of an enabling business environment and supports development of small and medium-sized businesses.
- Creates favorable conditions for maximal self-realization of youth.
- Develops regional innovation support infrastructures.
- Creates conditions for effective utilization of the migration resource.
- Improves efficiency of mass media.

### **PROGRAM IMPLEMENTATION MECHANISMS**

- Creates cross-sectoral social partnerships.
- Optimizes social investment programs.
- Utilizes quality assessment, monitoring and evaluation systems for social programs.
- Provides advisory and methodological support for project implementation.
- Organizes training programs, including exchanges and internship programs.
- Organizes conferences and public awareness campaigns.
- Involves representatives of local communities in territorial development processes.
- Promotes technologies, methods, and best practices through mass media and own publications.

### **CAPACITY AND RESOURCES**

- Involvement in multilateral partnerships – the Foundation cooperates with 24 RF subjects, local self-government bodies, businesses, educational and public organizations.
- Involvement in broad expert networks in Russia and overseas.
- Experience in raising budget and non-budget funds required for effective and sustainable development of socially significant programs.
- Experience in establishment of professional organizations and associations.
- Experience in application of proven innovation technologies, methods, and best practices in socioeconomic development of territories.

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# RIPMP Participants

## PUBLICATIONS ACCEPTED INTO THE RIPMP THROUGH THE FORMAL SELECTION PROCESS SINCE THE BEGINNING OF THE PROGRAM.

Newspaper	City	Population <sup>58</sup>	Circulation <sup>59</sup>	Issue p/wk	Owner
<i>Вести от партнера</i> <i>Vesti ot partnera</i>	Buzuluk, Orenburgskaya oblast	87 000	7 000	1	ООО Инф.-тех. Центр "Партнер" Info-Tech. Center "Partner"
<i>Томская неделя</i> <i>Tomskaya nedelya</i>	Tomsk, Tomskaya oblast	666 000	22 604	1	Плетнева И. А. I.A. Pletneva
<i>Качканарский четверг</i> <i>Kachkanarskiy chetverg</i>	Kachkanar, Sverdlovskaya oblast	50000	5000	1	Лаптев Ю. Y. Laptev
<i>Городские вести</i> <i>Gorodskie vesti</i>	Revda, Sverdlovskaya oblast	64 258	10 800	2	Editorial collective
<i>Камские зори плюс</i> <i>Kamskie zori plus</i>	Dobryanka Permskiy krai	35,000	5,900	1	ООО "Pressa-Tom"
<i>Вятский наблюдатель</i> <i>Vyatsky nablyudatel</i>	Kirov, Kirovskaya oblast	1 500 000	32 500	1	Бачинин С. И. S.I. Bachinin
<i>Дважды два</i> <i>Dvazhdy dva</i>	Apatity, Murmanskaya oblast	70 000	8 000	1	Дылев И. и Кузнецова Т. I. Dylev & T. Kuznetsova
<i>Информ-полис</i> <i>Inform-polis</i>	Ulan-Ude, Buryatia	385 000	36 000	1	S. Dogayev
<i>Парма новости</i> <i>Parma novosti</i>	Kudymkar, Permskiy krai	134 000	5 750	1	Мешавкин С. В. S.V. Meshavkin
<i>Свободный курс</i> <i>Svobodny kurs</i>	Barnaul, Altaisky krai	653 000	31 000	1	ИД "Алтапресс" Altapress Publishing House
<i>Хабаровский экспресс</i> <i>Khabarovsky express</i>	Khabarovsk, Khabarovskiy krai	580 400	19 500	1	Глухов С.А. & Глухов И.С. S.A. Glukhov & I.S. Glukhov
<i>Эхо недели</i> <i>Ekho nedeli</i>	Zheleznogorsk, Kurskaya oblast	93 000	20 000	1	Editorial staff
<i>К вашим услугам</i> <i>K vashim uslugam</i>	Shakhty, Rostovskaya oblast	120000	18000	1	ID Peregodova Ltd.
<i>Вечерний Котлас</i> <i>Vecherniy Kotlas</i>	Kotlas, Arkhangelskaya oblast	70 000	5 000	1	Завадский Н.Н. N.N. Zavadsky
<i>Страна Калининград</i> <i>Strana Kaliningrad</i>	Kaliningrad, Kaliningradskaya oblast	450 500	37 500	1	Хван А.М. & Васильева М.В. A.M. Khvan & M.V. Vasileva
<i>Частный интерес</i> <i>Chastniy interes</i>	Chaikovskiy, Permskaya oblast	130000	11000	1	Евдокимов О. Evdokimov O.
<i>Бердский курьер</i> <i>Berdskiy kurier later</i> <i>reformed as</i> <i>Kurier.Sreda.Berds</i>	Berds, Novosibirskaya oblast	96000	6000	1	Three individuals initially Now Galina Komornikova
<i>Вечерний</i> <i>Красноурьинск</i> <i>Vecherniy Krasnotur'insk</i>	Krasnotur'insk, Sverdlovskaya oblast	70000	8500	1	Арцыбашев А., Арцыбашева И. A. Artsybashev. I. Artsybasheva
<i>Город hm</i>	Khanty-Mansiyskiy,	81000	5050	1	ЗАО «Информационное агентство «Медиаком

<sup>58</sup> The population figure is provided by the applying newspaper and designates the total population of the geographical area that the newspaper identifies as its target territory. Thus, it does not necessarily reflect the population of a given city, and two publications in the same city may list different populations.

<sup>59</sup> The circulation figure is the *тираж* (print run) figure provided by the applying newspaper and is not independently audited by the project staff for the purpose of this document, although in some cases the staff is aware of discrepancies between an applicant's stated and actual *тираж* (print run).

<i>Gorod hm</i>	Avtonomniy Okrug				"Mediacom" Information Agency
<i>Совет Sovet</i>	Serpukhov, Moskovskaya oblast	128 000	5 000	1	Thirteen individuals
<i>Бизнес Арс Biznes Ars</i>	Arsenev, Primorsky krai	62 000	17 000	1	Five individuals
<i>Плюс Информ Plyus Inform</i>	Kyzyl, Tyva republic	105 000	16 200	1	Three individuals
<i>Сучан Suchan</i>	Partizansk, Primorsky krai	52 000	7 000	1	Такташева Н.Р. N.R. Taktasheva
<i>Франт Frant</i>	Novokuznetsk, Kemerovskaya oblast	600 000	22 500	1	Кожевников В. Г. & Долгова С. Г. V.G. Kozhevnikov & S.G. Dolgova
<i>Ять Yat</i>	Kolomna, Moskovskaya oblast	140 000	14 500	1	Арензон М. Я. M.Y. Arenzon
<i>Глагол Glagol</i>	Miass, Chelyabinskaya oblast	172000	15008	2	Стрельников В. V. Strelnikov
<i>Уездный город Uezdniy gorod</i>	Livny, Orlovskaya oblast	250000	3500	1	Богданова Е. E. Bogdanova
<i>168 часов 168 tchasov</i>	Kineshma, Ivanovskaya oblast	100000	25000	1	Golubeva G.
<i>Жуковские Вести Zhukovskiy Vesti</i>	Zhukovskiy, Moskovskaya oblast	100000	13000	1	3 individuals
<i>Уездный город Uezdn'iy gorod</i>	Livny, Orlovskaya oblast	54000	4 500	1	Bogdanova E.
<i>Золотая Горка Zolotaya Gorka</i>	Berezovskiy, Sverdlovskaya oblast	65000	3 000	1	P. Shabelnikov
<i>Якутск вечерний Yakutsk vecherniy</i>	Yakutsk, Yakutskaya oblast	25000	5 000	1	Levin L.
<i>Волгодонск События Volgodonsk Sodytiya</i>	Volgodonsk, Rostovskaya oblast	180000	4 000	1	ООО "Petchatnik"
<i>Курский вестник Kurskiy vestnik</i>	Kursk, Kurskaya oblast	430000	10000	1	Trubnikova L.
<i>Чеченское общество Chechenskoe obshestvo</i>	Grozniy, Chechenskaya respublika	180000	4 000	1	Aliyev T.
<i>Молва Molva</i>	Otradniy, Samarskaya oblast	49000	6 000	1	No owner (public organization, non-commercial partnership)
<i>Местный Спрос Mestni Spros</i>	Shua, Ivanovskoi Oblast	70000	9500	1	Shestuxin, S.A. & Berdyukov, E.L.
<i>Батайская Время Batayskoe Vremya</i>	Bataysk, Rostovskii Oblast	107500	6000-7000	1	000 Newsroom 'Batayskoe Vremya'
<i>Городские Вести Gorodskii Vesti</i>	Pervo-uralsk, Sverdlovsk oblast	64258	5600 Tues. 10800 Thurs.	2 Tue/Thur	Revda Info
<i>Глобус Globus</i>	Serov, Sverdlovsk oblast	100,000	18000	1	Арцыбашев А., Арцыбашева И. A. Artsybashev. I. Artsybasheva
<i>Омутнинские вести, Otmunitskie Vesti</i>	Otmunitsk, Kirov oblast				Rikin, Alexander
<i>Наш Город Кирово-Чепецк Moi Novovyatsk, Kirov</i>	Cheptesck, Kirov oblast			2	Eremin, Andrey
<i>Мой Нововыатск Moi Novovyatsk</i>	Kirov, Kirov obast				Zholobova, E. Kirillov, E.

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# AIRP MEMBER PUBLISHING HOUSES

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1. Tula, Tula region, Molodoy Kommunar, ZAO AK MK
2. Tula, Tula region, Sloboda (newspaper), OOO Sloboda
3. Tambov, Tambov region, Vse dla Vas, Kopeika rubl berezhet, Tambovskaya yarmarka, Stroika I remont, Telesem (newspapers), ZAO Vse dla Vas
4. Zheleznogorsk, Kursk region, Golos Zheleznogorska, Echo nedeli (newspapers), ZAO Golos Zheleznogorska
5. Kuznetsk, Penza region, Ljubimaja gazeta, Zanimatelnaja gazeta, Novaja ljubimaja gazeta (newspapers), OOO Vesta
6. Kotlas, Arhangelsk region, Vecherniy Kotlas (newspaper), OOO Yug Severa
7. Kudimkar, Perm krai, Parma novosti (newspaper), OOO Pечатniy dom
8. Dobryanka, Perm krai, Zori Plus (newspaper), OOO Pressa TOM
9. Kaluga, Kaluga region, Kaluzhskiy perekrestok (newspaper), Biznes zhurnal (magazine), Komsomolskaya pravda, Zolotoy kvadrat, Va-bank (newspapers), Agentstvo KP-Kaluga
10. Kirov, Kirov region, Vjatskiy nabludatel newspaper, Vjaskiy nabludatel editorial house
11. Voronezh, Voronezh region, Kommuna, Voronezhskaja nedela, Kommuna plus, Korobeinik, Kommunalka (newspapers), Kommuna newspaper editorial house
12. Voronezh, Voronezh region, MOE!, Va-bank (newspapers), Lady (magazine), Svobonaja pressa PH
13. Kazan, Respublika Tatarstan, Vostochniy express (newspaper), OOO Eurasia Media
14. Kazan, Respublika Tatarstan, Vremja I dengi (newspaper), ZAO Vremja I dengi
15. Klin, Moscow region, Klinskaja nedelja (newspaper), OOO Viko Plus
16. Kolomna, Moscow region, YAT (newspaper), Sadba (magazine), Delovoy razgovor (magazine), Rabota (newspaper), OOO Yat PH
17. Zhukovskiy, Moscow region, Zhukovskie vesti (newspaper), OOO Zhukovskie vesti
18. Noginsk, Moscow region, Kommersant Express (newspaper), OOO Kommersant Express

19. Sergiev Posad, Moscow region, Novoje zerkalo newspaper, OOO Mosoblkino
20. Rostov-on-Don, Rostov-on-Don region, Gorod N business weekly, Gorod N PH
21. Rostov-on-Don, Rostov-on-Don region, Krestianin newspaper, Delovoy krestianin magazine, Krestianin PH
22. Rostov-on-Don, Rostov-on-Don region, Kazachiy krai newspaper, Dve sestri magazine, OOO perekrestok
23. Shahti, Rostov oblast, KVU (newspaper), Grushevskiy most (magazine), OOO PH Peregudova
24. Anapa, Krasnodar region, Vse dla Vas (newspaper), Komfort rele-gazeta (newspaper), Vse dla vas PH
25. Kuibishev-7, Novosibirsk region, Aspekt newspaper, Aspekt OOO
26. Novosibirsk, Novosibirsk region, Vrema deneg (magazine), Studencheskiy gorod (newspaper), Sosedni (newspaper), Sibirskaya pressa PH
27. Berdsk, Novosibirsk region, Kurjer. Berdsk. Sreda (newspaper), OOO Bukzitsa
28. Hanti-Mansiysk, Yugra, Moy gorod bez zensuri (newspaper), OOO Moy Gorod
29. Revda, Sverdlovsk region, Gorodskie vesti (newspaper), Shtuka (newspaper), Limon (magazine), OOO Revda-Info
30. Krasnoturinsk, Sverdlovsk region, Vecherniy Krasboturinsk (newspaper), IP Arzibashev
31. Berezovskiy, Sverdlovsk region, Zolotaja gorka (newspaper), OOO Gorodskaja pressa
32. Kachkanar, Sverdlovsk region, Kachkanar chetverg (newspaper), Tvoja ekonomika (newspaper), OOO Laplend
33. Ekaterinburg, Sverdlovsk region, Ja pokupaju shopping guide network, Shoppin Guide network, Biznes I Zhizn (magazine), Delovoy kvartal business magazine network, BLIZKO reference books network, Puls zen network, TeleShow magazine network, Nasha gazeta (newspaper), Abak-Press PH
34. Cheljabinsk, Cheljabinsk region, Chas pik (newspaper), Chas pik editorial house

35. Cheljabinsk, Cheljabinsk region, Gorodskoy dilligans (newspaper), ZAO Gorodskoy dilligans
36. Cheljabinsk, Cheljabinsk region, Biznes kluch (magazine), Stroyexpert (magazine), RA Price
37. Cheljabinsk, Cheljabinsk region, Cheljabinskiy rabochiy (daily newspaper), Tumba (newspaper), Cheljaba (newspaper), ZAO ChR-Manager
38. Krasnojarsk, Krasnojarsk krai, Krasnojarskiy rabochiy (daily newspaper), Agrarniy business, Krasnijarsk telenedelja (newspapers), Sadi Sibiri (magazine), OOO Krasnojarskiy rabochiy
39. Tomsk, Tomsk region, Tomskiy vestnik (newspaper), ZAO Tomskiy Vestnik
40. Ulan Ude, Burjatija republic, Inform Polis (newspaper), Inform Polis PH
41. Barnaul, Altai krai, Svobosniy kurs business daily, Vashe delo, Molodezh Altaja, Marker express, Telepark (newspapers), Ja pokupaju (magazine), OOO Altapress
42. Kaliningrad, Kaliningrad region, Strana Kaliningrad (newspaper), OOO Strana
43. Kaliningrad, Kaliningrad region, Komsomolskaja Pravda v Kaliningrade, AiF, Kaliningradskaja antenna, Vecherniy tramvay, TVoy dosug, Va Bank, Moskovskiy komsomolets, Express gazeta, Za Rulem (newspapers), Korolevskije vorota, Top-100, Baltiyskiy brodvey, Kaliningradskije doma, Stroju I remontiruju, Ja pokupaju, Shopping Kaliningrad, Udachniy vibor (magazines), Allo Kaliningrad reference book, OOO Russkaja mediagruppa Zapadnaja pressa
44. Saint-Petersburg, Moy rayon (newspaper), OOO Regionalnije nezavisimije gazetii Severo-Zapada
45. Saint-Petersburg, Delovoy Peterburg business daily, Delovaja gazeta yug (Krasnodar, business weekly), ZAO Bonnier Business Press
46. Arsenjev, Primorskiy krai, Business-Ars (newspaper), Business Ars PH
47. Yakutsk, Saha republic, Yakutsk vecherniy (newspaper), Nord Press PH

48. Novoshaktinsk, Rostov oblast. Publishing House, Interface. Newspaper "Business Novoshakhtinsk"
49. Taganrog Rostov oblast, YUGINFORM "Business Review", newspaper "Kommercheskoe Obozrenie"
50. Kamensk-Shakhtinsky, Rostov region. Newspaper "PIK",
51. Kuban, Republic of Adygea, Krasnodar Territory, Rostov Region. "Media Bureau" and "Arguments nedeli"
52. "Redkaksia Gazeta PIK" Kamanskii-Shatinskii, Rostov oblast. "PIK"
53. "Grand Express" Khabarovsk, Khabarovsk Krai newspaper "Khabarovsk Express" "Khabarovsk Pensioner" "Antenna" "Anonc TV" newspaper "Sonishko" "Na Vistavke" "Vsyey dlya Vas" and the magazine "Turmenyu"
54. Kungur, Permskii Krai. "Iskra" Newspaper "Iskra"
55. Arkhangelsk "Image Press" newspaper "Business Class"
56. Apetiti, Murmansk oblast. Redaktsia Gazeta, "Dvazdi Dva"
57. Glazov, Republic of Urdmurtia. Redaktsia Gazeta "Krasnoe Znamya" Newspaper "Krasnoe Znanie", newspaper "Katlina Krasnaya" and advertising newspaper "Krasnaya tsena"
58. Cherepovets Vologda Region, North-West District LLC "Advertizing Service" (Associate Member) Publications: "Real estate and construction area," "Glyanets.Lyudi.Sobytiya.Gorod"
59. Chelyabinsk, Chelyabinsk Region, Urals District. LLC "Advertising Agency" Paramon " [www.paramon.ru](http://www.paramon.ru), <http://www.vibirai.ru/>, <http://kursdela.biz/journal/> Publications: "Journal of "current affairs Business trend»
60. Kaliningrad, North-West District. "Zapadnaya Pressa" <http://klops.ru/> . Publications: The newspaper "Komsomolskaya Pravda in Kaliningrad", Newspaper "Kaliningrad antenna", the newspaper "Arguments and Facts - Kaliningrad" newspaper "Evening tram", Newspaper "TVoy leisure", Newspaper "TV program in Kaliningrad", Newspaper "Va- Bank - inform "newspaper" Moskovsky Komsomolets in Kaliningrad ", Newspaper " Express newspaper, "Gazeta" Driving - Region. Kaliningrad "Magazine" King's Gate ", Journal of the" Top 100 "magazine" Baltic Broadway "Journal" Kaliningrad home "magazine" are built and repaired, "Journal" I buy furniture, "Journal" I buy real estate, "Journal «Shopping Kaliningrad" Magazine "Good choice. Guide to supermarkets and shopping centers, "Directory" Hello, Kaliningrad! "
61. Tula, Tula Central District. Ltd. "Sloboda" Publications: Newspaper "Sloboda" newspaper "Hometown" Website publisher: <http://www.tula.rodgor.ru>

62. Taganrog, Rostov Region, Southern District. LLC "YUGINFORM". Publication: The newspaper "Commercial Review"
63. Novosibirsk, Novosibirsk Region Siberian District. Editorial and Publishing House "Siberian Press" <http://www.sibpressa.ru>  
Publication: Journal "Supply and Sales", Journal "Innovations. Technology. Solutions, "Journal" All for office, "newspaper" Student City ", " Time of Money ", Journal of Siberian printing CMYK, Newspaper" Neighbours ", Newspaper" Growth "
64. Arseniev, Primorye Far Eastern District. Editorial and publishing complex "Business ARS" Publications: Newspaper "Business ARS" <http://biznesars.ru/>
65. Voronezh, Central District. "Commune" Publications: Newspaper "Commune", Newspaper "Voronezh Week" Newspaper "Commune plus", Newspaper "Commune Sports", Newspaper "Chapman", Newspaper "communal" <http://www.communa.ru/>
66. Kaluga, Central District. "Agency" KP "- Kaluga" <http://www.kp40.ru/>  
Publications: Newspaper "Kaluga crossroads", the newspaper "Komsomolskaya Pravda" newspaper "Arguments and Facts" newspaper "All In", "Business Journal" glossy magazine "Golden Square"