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EVALUATION

PERFORMANCE EVALUATION OF THE UKRAINIAN MEDIA PROJECT, 2011–2015

February 2016

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PERFORMANCE EVALUATION OF THE UKRAINE MEDIA PROJECT, 2011–2015

February 2016

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Cover: Young journalists in Kyiv, Ukraine, Fall 2015. Photo credit: Katerina Tsetsura

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ACRONYMS

ADS	Automated Directives System
AOR	Agreement Officer’s Representative
ARD	Consortium of Public Broadcasters in Germany
AUP	Academy of Ukrainian Press
BBC	British Broadcasting Corporation
CIR	Center for Investigative Reporting
CIS	Commonwealth of Independent States
CMG	Crimean Media Group
COI	conflict of interest
COP	Chief of Party
COR	Contracting Officer’s Representative
CPSA	Center for Political Studies and Analytics
CRPS	Center for Regional Policy Studies
CSO	civil society organization
CURE	Center for Ukrainian Reform Education
DCVU	Donetsk Committee of Voters of Ukraine
DIF	Democratic Initiatives Foundation
EC	European Commission
EED	European Endowment for Democracy
ENEMO	European Network of Election Monitoring Organizations
EPP	Elections and Political Processes
ET	evaluation team
FGD	focus group discussion
FY	fiscal year
GOU	Government of Ukraine
IAB	Independent Association of Broadcasters
IMI	Institute of Mass Information
IMS	International Media Support
IMTUU	Independent Media Trade Union of Ukraine
IPC	Information and Press Center
IPCF	Media Centre IPC-Feodosiya
IREX	International Research and Exchanges Board
IRF	International Renaissance Foundation
IUA	Internews Ukraine
IWP	Institute for World Policy
KURMAN	Resource Center “Kurman” Krasnogvardiyskiy District
LACD	Lustration Anticorruption Council of Dnipropetrovsk Region

LOE	Level of Effort
LPC	Lviv Press Club
LRSA	Lviv Regional State Administration
M&E	monitoring and evaluation
MF	Modern Format
MLDI	Media Legal Defence Initiative
MLI	Media Law Institute
MS	Microsoft
NDI	National Democratic Institute
NED	National Endowment for Democracy
NGO	non-governmental organization
OCVU	Odessa Committee of Voters of Ukraine
ODG	Office of Democracy and Governance
ODIHR	Office for Democratic Institutions and Human Rights
OSCE	Organization for Security and Cooperation in Europe
PE	Performance Evaluation
PI	Platforma Idey
POID	Pylyp Orlyk Institute for Democracy
PR	public relations
RAIR	Rivne Agency for Investigative Reporting
RPDI	Regional Press Development Institute
SF	Suspilnist (Society) Foundation
SI	Social Impact
SIDA	Swedish International Development Cooperation Agency
SOW	Statement of Work
STV	Suspilne TV Foundation
TIRD	Tavriya Institute for Regional Development
TK	Telekritika
TO	task order
ToC	Theory of Change
UAPP	Ukrainian Association of Press Publishers
UK	United Kingdom
UMF	Ukraine Media Fund
UMII	Ukrainian Media Idea Incubator
UPC	Uzhgorod Press Club
US	United States
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

This evaluation report to the United States Agency for International Development (USAID) provides the results of an evaluation of the USAID Ukraine Media Project (U-Media) from 2011 to the time of data collection in September 2015.

EVALUATION PURPOSE AND EVALUATION QUESTIONS

The purpose of the U-Media evaluation is to:

1. Assess the relevance and effectiveness of selected U-Media activities, with a particular focus on
 - a. Objective I (support freedom of speech and media independence) and
 - b. Objective II (increase the variety of news sources and improve news quality) of the project, and
2. Inform potential follow-on programming.

The evaluation was conducted to answer the following six questions:

1. What were the advantages and disadvantages to working with U-Media for various U-Media stakeholders (U-Media grantees and partners; non-assisted civil society organizations, or CSOs; private-sector organizations; governmental organizations; other donors; etc.) involved in promoting media independence and quality of news in Ukraine?
2. How did Internews tailor its tools and approaches to satisfy the diverse needs of its partners in a changing environment in Ukraine?
3. Of the tools and approaches that U-Media had at its disposal, which were perceived by U-Media stakeholders to be the most useful for influencing media context under Objective I and media content, such as news and other information, under Objective II and why?
4. Of the practices and behaviors that U-Media promoted, which were adopted and actively used by its partner organizations to influence media context (Objective I) and/or media content (Objective II) in Ukraine?
5. What major changes in the media context under Objective I and media content under Objective II in Ukraine do CSOs and other U-Media stakeholders perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations?
6. Based on the evaluation findings, what recommendations can be made for future programming?

PROJECT BACKGROUND

The current five-year Ukraine Media Project (U-Media) runs from October 1, 2011 to September 30, 2016 and is implemented by Internews. U-Media builds on the previous eight years of the Strengthening Independent Media in Ukraine Project, also known as U-Media and also implemented by Internews. The project has four objectives, with varying degrees of Level of Effort (LOE) prioritization included in parentheses: 1) Support and Promote Freedom of Speech and Media Independence (30%), 2) Increase the Variety of News Sources and Improve News Quality (40%), 3) Improve the Enabling Environment for Media and Freedom of Speech (20%), and 4) Improve Organizational Capacity of Ukrainian Media CSOs (10%)

According to the original Request for Applications, at least 55% of the U-Media budget, originally \$14 million (which has since increased to \$15.85 million), should be used to fund local Ukrainian media organizations. U-Media provides grants to three types of beneficiaries— institutional partners, core partners, and emerging and short-term partners—to achieve these four objectives.

EVALUATION METHODS AND LIMITATIONS

The methods for this evaluation included a desk review of U-Media documentation, in-depth semi-structured interviews, case studies, and an online mini-survey. The fieldwork for the project included in-person visits to all 11 core and institutional partners and 12 selected emerging partners. The team concentrated its efforts in the capital of Ukraine, Kyiv, and conducted additional interviews in Mykolaiv and Lviv. In addition, all past and present grant recipients during the evaluation period (2011–2015) were invited to participate in an online mini-survey.

Overall, the team reviewed over 1,500 pages of documents, gathered and analyzed the data from 36 responses to the online mini-survey (out of 68 current and past partners), and conducted and reported results of nine case studies and an additional 28 semi-structured interviews and group interviews with partners, key informants, government officials, other donors, media and political experts, and other stakeholders. The team collected a total of 80 interview hours of data through in-depth interviews and case studies.

CONCLUSIONS AND RECOMMENDATIONS

Question 1: What were the advantages and disadvantages to working with U-Media for various U-Media stakeholders (U-Media grantees and partners, non-assisted Civil Society Organizations (CSOs), private sector organizations, governmental organizations, other donors, etc.) involved in promoting media independence and quality of news in Ukraine?

Conclusion 1.1. The longevity and the flexibility of the U-Media project are seen as a long-term investment in establishing freedom of speech and independent media in Ukraine.

Conclusion 1.2. Although communication with the U-Media implementer was perceived as quick, flexible, effective, and partner-oriented by many interviewees, a minority reported frustration with a perceived decline in more personally oriented communication.

Conclusion 1.3. Partners lack a sense of U-Media’s strategic direction, both in terms of program-related vision and future financing of partners.

Conclusion 1.4. Limited knowledge and lack of incentive to learn more about other media and media-oriented non-governmental organizations (NGOs) and CSOs in Ukraine (e.g., competitive pressures) create an isolated, fragmented environment in which current media and NGOs exist and operate, leading to possible redundancies and potential missed opportunities for learning across projects.

Conclusion 1.5. Reporting procedures and practices seem to be excessive and burdensome, particularly for those small regional grantees, media, and long-term partners that are engaged in multiple levels of activities and projects. The more active the organizations were and the more recognized they were among other stakeholders, the more these organizations criticized the excessive reporting.

Recommendation 1.1. USAID and Internews should maintain the flexibility and long-term perspective of the U-Media project.

Recommendation 1.2. Internews should incentivize collaboration among different levels of grantees and among regional grantees. For example, Internews could incentivize Kyiv-based grantees to collaborate with regional grantees to scale up learning.

Recommendation 1.3. Internews should create an open, interactive, and searchable database of all sponsored projects and supported media, NGOs, and CSOs to encourage collaboration among grantees, donors, and other stakeholders, particularly in situations where sub-grantees are implementing similar projects.

Recommendation 1.4. Internews should review reporting and communications procedures and simplify reporting requirements. It should plan periodical face-to-face meetings with grantees to discuss current projects and to find points for collaboration.

Recommendation 1.5. U-Media should serve as a center of the highly effective, connected network of media and media-related NGOs. Internews should build and maintain an interconnected network of new and emerging grantees that will exchange ideas and collaborate with each other; it should announce open-door competition rules that encourage collaboration among three or more organizations in different regions to pursue a strategically important topic.

Question 2: How did Internews tailor its tools and approaches to satisfy the diverse needs of its partners in a changing environment in Ukraine?

Conclusion 2.1. U-Media was able to support the Ukrainian media and media-related NGOs during the Yanukovich regime and prior to the Euromaidan period. Its efforts in adopting tools and approaches allowed it to expand the number of U-Media partners, strengthen election reporting, promote legal changes, and encourage partners to take advantage of those changes.

Conclusion 2.2. U-Media was also able to effectively adjust its tools and approaches based on the needs and requirements in the rapidly changing political, economic, and societal environment during November 2013 (Euromaidan) and thereafter. By reacting quickly and effectively, U-Media was able to provide necessary support to media and media-related NGOs in Kyiv and in the regions.

Recommendation 2.1. USAID and Internews should continue to protect the flexibility and ability to adjust programming to a rapidly changing environment. Consider positioning U-Media as a hub, a coordinator in times of greatest need, particularly for regional independent media and media-related NGOs.

Question 3: Of the tools and approaches that U-Media had at its disposal, which were perceived by U-Media stakeholders to be the most useful for influencing media context under Objective I and media content, such as news and other information, under Objective II and why?

Conclusion 3.1. In relation to the media context, the most influential U-Media tools and approaches were support of independent broadcasters, support of professional and ethical standards among journalists in Ukraine, and legal support of journalists. Another effective and influential approach that U-Media pursued was continuous support for lobbying for new media laws in Ukraine. Stakeholders saw passage of the law on public access to information and the law on public broadcasting as a direct result of U-Media related efforts.

Conclusion 3.2. Among the most influential U-Media tools and approaches in relation to media content were investigative journalism trainings, support of investigative media projects, media monitoring, and access to new regional multimedia content providers.

Conclusion 3.3. Perhaps the biggest factor that facilitated U-Media efforts and contributed to successfully changing the media context and media content in Ukraine was the arrival of a new, more democratically oriented, pro-Western government, which opened public offices to former media activists and opposition leaders.

Recommendation 3.1. U-Media should continue focusing on tools and approaches that have been proven to be successful. In relation to Objective I (media context), U-Media should continue facilitating conversations among various donors and stakeholders on the future of the public broadcasting system in Ukraine and on the best ways to restructure the current conglomerate. In addition, U-Media should continue support of nationally recognized professional competitions among journalists and legal support of investigative journalists, especially in the regions.¹

Recommendation 3.2. To continue influencing the variety of news sources and improve quality of news in Ukraine, U-Media should concentrate on developing long-term, strategically

¹ For the purposes of this document, “regions” refers to the provincial areas outside of the Ukrainian capital, Kyiv.

coordinated, advanced trainings, short- and long-term journalism programs, and continuing education programs in coordination with existing educational media programs at universities.

Question 4: Of the practices and behaviors that U-Media promoted, which were adopted and actively used by their partner organizations to influence media context (Objective I) and/or media content (Objective II) in Ukraine?

Conclusion 4.1. The practices and behaviors that U-Media promoted were not clearly communicated to the grantees. Many grantees were confused by questions related to practices and behaviors and were not able to discuss the importance of particular activities.

Conclusion 4.2. Among the listed practices and behaviors, the most identified as used and adopted were skills taught in trainings of journalists, particularly in investigative journalism and legal assistance to journalists.

Recommendation 4.1. U-Media should identify a clear list of strategically important practices and behaviors to be adopted throughout the media sector and communicate their importance.

Recommendation 4.2. For the next funding cycle, U-Media may want to include promoting open discussions about why promoted practices and behaviors were not well understood.

Question 5: What major changes in the media context under Objective I and media content under Objective II in Ukraine do CSOs and other U-Media stakeholders perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations?

Conclusion 5.1. Among the most prominent changes in the media context (Objective I) that CSOs and other U-Media stakeholders perceived to be a result, in whole or in part, of the work of U-Media and its partner organizations were 1) the ability to engage in open and public discussions about freedom of speech, despite the challenging, constantly changing political, economic, and societal environment; 2) the media reforms adopted in 2012 and 2015, believed to be a result of continuous efforts of U-Media and partners in pursuit a favorable media context in Ukraine; 3) a pilot media literacy program, which was seen as a success; and 4) the increased quality and quantity of independent media and journalists in Ukraine.

Conclusion 5.2. Among the most prominent changes in the media content (Objective 2) that CSOs and other U-Media stakeholders perceived to be a result, in whole or in part, of the work of U-Media and its partner organizations were 1) several innovative media projects promoting quality news content and 2) comprehensive development of investigative journalism in the regions.

Question 6: Based on the evaluation findings, what recommendations can be made for future programming?

Overall, the team recommends that the U-Media project continue past 2016; however, several critical adjustments to the program should be made.

Recommendation 6.1. Internews should concentrate funding efforts around strategically important media activities that are well coordinated and outcome-based.

Recommendation 6.1.1. U-Media should continue to expand support of regional media and their news-based programs with organizational support for equipment, specialized training, and capacity building of staff.

Recommendation 6.1.2. Promote media literacy, particularly among young citizens in the Eastern, Southern, and Central regions of the country. Any media literacy program should be outcome-based, coordinated, and should seek formal approval of the Ministry of Education of Ukraine.

Recommendation 6.1.3. Support efforts to reform higher education curriculum and trainings for professors.

Recommendation 6.1.4. Promote the development of media management education in Ukraine.

Recommendation 6.1.5. Provide advanced, specific trainings for practicing journalists in the regions, which should result in packaged multimedia products with determined channels for distribution.

Recommendation 6.1.6. Evaluate activities and measure projects on outcome-based, value-driven results.

Recommendation 6.2. U-Media should minimize funding for the following areas:

Recommendation 6.2.1. To encourage sustainability, U-Media should outline a plan for the gradual reduction of overhead support to organizations (particularly long-time institutional and core partners) and continue working with partners to promote diversification of their funding sources and a decrease in reliance on one donor.

Recommendation 6.2.2. Short-term basic trainings by multiple grantees without a clear understanding of how these programs help in building a network of professional journalists across the country.

Recommendations 6.2.3. Programs aimed at improving the organizational capacity of Ukrainian media CSOs, many of which have been around for more than 20 years. The next cycle of the U-Media project should pay more attention to supporting actual media and other types of entities.

Recommendation 6.3. Develop comprehensive, proactive, strategic, goal-oriented communication and programming plans that would guide future selection of programming and the approaches in the aforementioned selected areas of support (Recommendation 6.1.).

Recommendation 6.4. Whenever possible, U-Media needs to find effective ways to encourage institutional and core partners to collaborate by supporting joint projects in critical areas:

Recommendation 6.4.1. Media monitoring: For example, U-Media should consider creating a call for joint proposals to collaboratively monitor media using qualitative and quantitative methodologies.

Recommendation 6.4.2. Advanced regional trainings: Encourage collaborative proposals to conduct a series of advanced specialized online media and investigative reporting trainings for young journalists, with the involvement of several leading journalism schools in four geographical areas of Ukraine.

Recommendation 6.4.3. Self-regulation of the industry: Proposals and initiatives to engage in discussions about self-regulation of journalistic professional and ethical standards.

Recommendation 6.4.4. Legislative work: Collaborative proposals to promote media literacy across the country and to pursue media analysis of ongoing legal reforms in Ukraine.

Recommendation 6.5. While the Ukrainian media should strive to cover reform process underway in Ukraine and continue to educate the citizenry about these processes, the independent media and U-Media supported initiatives should be careful to avoid any potential perception that it is a mouthpiece for the government.

Recommendation 6.6. Consider creating a collaborative network between donors and grantees for information and ideas exchange, as well as for the ongoing communication among all grantees and all donors.

Recommendation 6.7. Support open expert virtual platforms, where media and education experts from Ukraine, Europe, and the US can conduct virtual discussions, answer questions, and offer workshops and master classes to all practicing and aspiring journalists, particularly in other regions of Ukraine outside Kyiv. If Internet connection speed does not allow for live interactions, consider recording master classes and organizing recorded online trainings and sessions.

Recommendation 6.8. To the extent possible, whenever possible, the project should support production and distribution of publicly available data on ratings, monitoring, readership, and other market-driven characteristics of independent media rather than top oligarch media.

EVALUATION PURPOSE AND EVALUATION QUESTIONS

The purpose of evaluating the Ukraine Media Project (U-Media) is to 1) assess the relevance and effectiveness of selected U-Media activities, with a particular focus on Objective I (support freedom of speech and media independence) and Objective II (increase the variety of news sources and improve news quality) of the project and 2) to inform potential follow-on programming. The evaluation will provide the Regional Mission based in Ukraine with information to reassess its role in strengthening the media sector in Ukraine. It will also offer the implementing partner Internews and its partner organizations opportunities for learning and recommendations for improving implementation. While there have been several iterations of U-Media, this evaluation focuses entirely on the implementation period that began in 2011.

The evaluation was designed to answer the following six questions:²

1. What were the advantages and disadvantages to working with U-Media for various U-Media stakeholders (U-Media grantees and partners, non-assisted CSOs, private-sector organizations, governmental organizations, other donors, etc.) involved in promoting media independence and quality of news in Ukraine?
2. How did Internews tailor its tools and approaches to satisfy the diverse needs of its partners, given the changing environment in Ukraine?
3. Of the tools and approaches that U-Media had at its disposal, which were perceived by U-Media stakeholders to be the most useful for influencing media context under Objective I and media content, such as news and other information, under Objective II and why?
4. Of the practices and behaviors that U-Media promoted, which were adopted and actively used by its partner organizations to influence media context (Objective I) and/or media content (Objective II) in Ukraine?
5. What major changes in the media context under Objective I and media content under Objective II do Ukrainian CSOs and other U-Media stakeholders perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations?
6. Based on the evaluation findings, what recommendations can be made for future programming?

The sixth question was added from those contemplated in the original statement of work (SOW) to ensure that the evaluation achieves its objectives. While the SOW also requests that the evaluation consider the effectiveness and relevance of the intervention, to avoid the addition of

² In answering the evaluation questions, U-Media is understood to be Internews plus all sub-grantees. “Tools and approaches” are broadly interpreted to include trainings, mentoring and guidance, capacity-building efforts, the funding that U-Media provides, and efforts by Internews to shape the programming that it funds.

two additional evaluation questions, the evaluation team will consider these two factors in providing its responses to the evaluation questions listed above. Questions 1–3 directly relate to relevance and Questions 3–5 directly relate to effectiveness.

PROJECT BACKGROUND

Since gaining independence in 1991, Ukraine has gone through several stages of media development.³ The media landscape has shifted dramatically with the changing political context. Most recently, the Euromaidan protests brought the change in government and subsequent Russian occupation of Crimea and military interventions in Donbass. These political changes have created both opportunities and additional challenges for media development in the country.

The current five-year Ukraine Media Project (U-Media) runs from October 1, 2011 to September 30, 2016 and is implemented by Internews. U-Media builds on the previous eight years of the Strengthening Independent Media in Ukraine Project, also known as U-Media and also implemented by Internews.

The project has four objectives, with varying degrees of Level of Effort (LOE) prioritization included in parentheses:

1. Support and Promote Freedom of Speech and Media Independence (30%)
2. Increase the Variety of News Sources and Improve News Quality (40%)
3. Improve the Enabling Environment for Media and Freedom of Speech (20%)
4. Improve Organizational Capacity of Ukrainian Media CSOs (10%)

In 2015, these percentages were altered slightly, and improving organization capacity has become less of a priority than improving the enabling environment for media and freedom of speech. According to the original Request for Applications, at least 55% of the U-Media budget, originally \$14 million (which has since increased to \$15.85 million), should be used to fund local Ukrainian media organizations. U-Media provides grants to three types of beneficiaries: institutional partners, which play leading roles in Ukraine's media sector; core partners, which have a long track record of working with U-Media and have made improvements in their organizational capacity; and a group of emerging and short-term partners, which receive or have received in previous years lesser financial support through open-door or other grants. (See Table I.)

³ Tsetsura, K. (2012). *Media Map Project. Ukraine: Case study of donor support to independent media 1990–2010*. Commissioned research report prepared for the Internews Network, USA and the World Bank, sponsored by the Bill and Melinda Gates Foundation and the World Bank. Available at <http://www.mediamapresource.org/wp-content/uploads/2011/04/Ukraine.pdf>

Table 1. Institutional, Core, and Emerging Partners

Institutional partner	Core partner	Emerging partner
Internews Ukraine	Regional Press Development Institute	Suspilnist TV Foundation (First National Channel)
Telekritika	Institute of Mass Information	Ukrainian Crisis Media Center
The Independent Association of Broadcasters	Academy of Ukrainian Press	Pylyp Orlyk Institute for Democracy
The Information and Press Center (IPC)	Ukrainian Association of Press Publishers	Independent Media Trade Union of Ukraine (IMTUU)
	Media Law Institute	Institute for World Policy (IWP)
	Center for Ukrainian Reform Education	Mykolaiv Center for Investigative Reporting
	“Suspilnist” (Society) Foundation	Kafa, Informtavrika, Crimea
	Hromadske.TV	Briz, Crimea
		YanukovychLeaks project
		Volyn Press Club, Lutsk
		Lviv Press Club (LPC)

The U-Media award period has been marked by Ukraine’s Euromaidan Revolution (Revolution of Dignity), Russian aggression against Ukraine, annexation of Crimea, and the occupation of parts of Ukrainian territory in the East (parts of Donbass). These dramatic developments have affected the media climate considerably, particularly in the East and South of the country, and resulted in some modifications in funding priorities and activities.

EVALUATION METHODS AND LIMITATIONS

The team engaged in a theory-based, mixed-methods, utilization-focused approach. Theory-based evaluation focuses on providing an in-depth analysis of a program's underlying logic and causal linkages—in other words, providing a close examination of each step in a program's Theory of Change (ToC). The mixed-methods approach allowed the evaluation team to measure results and relevant phenomena through a variety of data sources. Social Impact's (SI) approach also draws on utilization-focused methodologies to ensure that the information generated by the evaluation is useful to USAID. The evaluation methods include document reviews, semi-structured interviews, an online mini-survey, and case studies.

- **Document review.** USAID provided SI with annual reporting, annual workplans, and monitoring and evaluation (M&E) data for the project, and Internews provided reporting from all sub-grantees. In total, the evaluation team examined over 1,500 pages of secondary data provided by USAID and Internews, including all sub-grant proposals and reports, which helped provide preliminary answers to evaluation questions and inform survey questions and interview guides.
- **Mini-survey of all primary and secondary beneficiary organizations.** All 68 current and past partners and grant recipients were invited to participate in an online survey using the online tool SurveyMonkey. With encouragement from the evaluation team and Internews, 36 organizations, or 53%, responded to the survey.
- **Interviews.** The core of the evaluation included interviews with all eleven core and institutional partners, four government representatives, seven donor representatives, three media and politics experts, five USAID representatives, and twelve emerging partners, which were selected to provide a representative sample of all grant recipients. The three-person evaluation team conducted the first seven interviews together to ensure a common methodological approach and then divided into two teams to conduct interviews in Kyiv, Lviv, and Mikolaiv.
- **Case studies.** To ensure research depth, the team also conducted nine case studies, which were designed to provide a representative sample of grantees. These case studies included semi-structured interviews and focus group discussions, as well as further document review as necessary. The team conducted all case studies, with the exception of one, in Mykolaiv.

The team engaged in parallel analysis to examine the evidence from the document review, key informant interviews, case studies, and mini-survey responses. This analysis allowed for triangulation and ensured the quality of the collected data. All interviews were partially or fully transcribed. The team engaged in a three-step qualitative data analysis to identify the emerging themes from interviews and to identify the most common threads throughout the data. All quotations used in this report were translated twice for accuracy by two or three team members, who were all fluent in both English and Ukrainian. The team wanted to save the voices of the

participants and thus preferred to keep the authenticity of direct quotations instead of adjusting the quotations to fit the standards of the English language. However, some direct quotations and all indirect quotations have been lightly edited for clarity.

There are several limitations to the evaluation methodology that should be mentioned:

- *Document review*: While the document review was comprehensive, reporting documentation can present an overly positive picture of implementation and outcomes.
- *Mini-survey*: Although a 53% response rate is reasonable, the evaluation team had hoped to achieve a higher response rate. There is no way to know if the 47% that did not respond had systematically different views than those that did.
- *Interviews*: Interviews allowed for considerable depth; however, it was not possible to interview all key stakeholders in the course of data collection, and some important voices and perspectives might not have been obtained.
- *Case studies*: The case studies provided rich information; however, SI's strict protection protocols for human subjects, designed to protect the confidentiality of respondents, prevent the full use of information obtained in the case studies. Nonetheless, much of the information obtained through the case studies helps inform the evaluation team's responses to the evaluation questions. In addition, by providing confidentiality to participants, the team was able to obtain valuable information that presented multiple angles and provided both appraisal and criticism of the program.
- *Limited geographic scope*: Due to the limited time and resources, the evaluation team focused its efforts in Kyiv with visits to two other cities, Mykolaiv and Lviv. The team was not able to travel to Donbass area (Donetsk, Luhansk) due to the active military operations in the region.

The evaluation team consisted of Team Leader Dr. Katerina Tsetsura, a professor in the Gaylord College of Journalism and Mass Communication at the University of Oklahoma; Local Evaluation Specialist Dr. Lyubov Palyvoda, Founding Director of CCC Creative Centre (Ukraine); and Local Media Specialist Dr. Dariya Orlova, Deputy Director of Research at the Mohyla School of Journalism (Ukraine). In addition, the team received in-country support from Research Assistant Valentyna Zavyalova and Logistics Coordinator Stanislava Tsarkova. Home office support consisted of Chief of Party Daniel Sabet, Program Manager Georgie Almon, and Program Assistant Nathan Youngblood.

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Question 1: What were the advantages and disadvantages to working with U-Media for various U-Media stakeholders (U-Media grantees and partners, non-assisted CSOs, private-sector organizations, governmental organizations, other donors, etc.) involved in promoting media independence and quality of news in Ukraine?

QUESTION 1 FINDINGS

Generally speaking, survey and interview respondents were very positive about U-Media. When asked to evaluate their experience in working with U-Media on a 0–10 scale, the average score among the 34 respondents was a very high 9.1. While the overall view is positive, the evaluation team also identified several disadvantages.

Finding 1.1. Program-Related Advantages and Disadvantages

Finding 1.1.1. Continuous, long-term support for the development of media and media-centered NGOs in Ukraine, particularly in organizational development and organizational capacity, is a major advantage. (program-related advantage)

Not unexpectedly, the main advantage to U-Media partner organizations is the financial support offered through sub-grants. Repeatedly, grantees as well as media experts, non-grantees, other donors, and government officials pointed out that, for the past five years, 2011–2015, the U-Media project has continued to be the main source of support for many media-related organizations and independent media outlets in Ukraine, particularly in project-specific support, capacity building, and institutional development. Several Western donors as well as all institutional, core, and emerging grantees indicated that U-Media continued to be the only project that was able to provide grants for organizational support and day-to-day functions.

“I do not have a long institutional memory, but I do know that U-Media is a key project that helped our organization to develop and establish itself. This is the only grant project which continuously supports our institutional development and growth.” (interview with a core partner’s representative)

In many cases, partners felt that it would be unlikely to obtain such support through other donors.

“I do not know any other [donor] organization which would support a web portal, which produces unbiased, non-paid news from three regions. It seems to me that except U-Media, there is no organization that would support our organizational development. This start-up happened thanks

to U-Media.” (an emerging partner in the region)

Furthermore, rather than provide one-time financial support, U-Media offers its institutional and core partners long-term sustained support. Many grantees, experts, and non-grantees identified the longevity of the project as one of its main program-related advantages. Interviewees described this advantage:

“The project that comes for five years is a guarantee of stability. The search for a model [of support], in which people will not be disturbed because of the financial difficulties, is a plus for sustainable development. Many partners, as a result, have increased and expanded their organizational, institutional capacity.” (interview with a media expert)

Nonetheless, some concerns were raised about the amount of financial support. Some institutional and core grantees pointed out that the current budget for the development of organizations is smaller than it was in the past:

“Now we receive less money, but we used to get much more in the beginning.”

Finding 1.1.2. U-Media and its implementer Internews were adaptive and responsive to political, environment, and social changes that happened in Ukraine. (program-related advantage) The majority of participants highly valued that the U-Media project and Internews were flexible and attentive to the changing environment and were able to adjust the programming to better address these changes. Interviewees stated that U-Media provided support during “samurai realities” (the time during Yanukovych) and turbulent times, such as the annexation of Crimea and the war in the East of Ukraine. The vast majority of interviewees agreed that the U-Media project has been flexible and responsive to context as it “wants to meet the needs of the real-time.” Open-ended comments in the survey noted that Internews was “flexible to changes,” “reacts well on innovations,” and “reacts well to new challenges. As one emerging grantee put it, “It is important that they know how to listen, where they need to turn [reconsider] and take into account the [grantee’s] opinion.” (For more on adopting to the media environment, see the response to Question 2.)

Finding 1.1.3. For many interviewees, U-Media works with grantees to fine-tune projects, especially in the beginning, but also provides freedom and flexibility in pursuing their goals. (program-related advantage) Sub-grants occur through a somewhat more collaborative process than a typical proposal-based grant mechanism. Interested sub-grantees submit a proposal; however, Internews works with them to refine the proposed activities prior to approving funding. Generally, sub-grantees reported that they liked and supported this approach. To better understand how projects are decided on, respondents to the mini-survey were asked to rate their project on a scale of 0–10, where 0 is “your organization designed the project entirely on its own” and where 10 means that the project was designed by Internews. While two organizations rated their projects as an 8 (heavy Internews design involvement) the average of 34 respondents was only 2, and 12 organizations rated their project as a 0 (entirely designed by themselves).

For many respondents, this approach works very well. Many interviewees and case study participants indicated that U-Media aims to establish and maintain relationship with its grantees as “equal partners”:

“We know people from U-Media for a long time. We already have established long-term relationships as partners. If we have a new idea, we would negotiate with them. We would have a very frank conversation. We do not push each other. It is a plus for us that we know these people well and that we can offer our ideas freely. And many of our ideas are supported.” (a core partner)

Grantees valued the trust that U-Media demonstrates toward their projects and the fact that Internews did not impose its own ideas on projects:

“It was nice to see that Internews offers but does not demand [to accept ideas]. It is always uncomfortable when the donor imposes its own mechanisms, evaluations, etc. Internews does not impose these procedures, but rather, recommends and demonstrates why they will be valuable.” (an institutional partner)

Finding 1.1.4. By contrast, some grantees and other stakeholders reported disagreements in programming priorities and funding levels. (program-related disadvantage) There were several disagreements about declining U-Media support of media monitoring projects. Many emerging, core, and institutional grantees, representatives of independent media, and experts and government officials clearly stated that this monitoring was essential to maintaining the balance of the media environment in Ukraine.⁴ Different stakeholders argued for the necessity of both types of monitoring: qualitative (such as the ones offered by Telekritika) and quantitative (such as the ones offered by the Academy of Ukrainian Press). They also agreed that monitoring is necessary for both oligarch-owned and independent media as well as national and regional media:

“They [U-Media] want to do more advocacy, but we want to do more analysis. This is a field of tension with U-Media.” (an institutional partner)

“Monitoring is absolutely essential. Sometimes, I have a nightmare: what if I open the Telekritika page and there would be no monitoring report. How would I then function as a media?” (independent media representative)

Finally, at least four different grantees found the smaller funding for organizational development unacceptable or dangerous:

“Our types of activities are now concentrated on production of content, education, consultation to the media. We distribute the money we get to others (about 50 thousand dollars) and only have 20 thousand for our institutional development. [But we found a way to have] a clear budget

⁴ By contrast, some donors and other key informants noted disappointment that such monitoring projects had not led to more tangible results.

and have become more sustainable [by reducing our organizational budget].” (an institutional partner)

In some cases, U-Media had delayed funding for projects that were seen as important to partners. In response to the delay in funding, one interviewee reported:

“...we eliminated that project. And then started getting multiple calls from regional journalists—and we could not help them. We had a gap in funding for about three months before we could get back on track with the project, negotiated with [the grantor] and started providing legal services again” (grantee type has been omitted to protect confidentiality)

Finding 1.1.5. The program grantees have low awareness about one another’s work and other grantees’ projects and limited opportunity for cross-organizational learning. (program-related disadvantage) It was clear from the survey responses, interviews, and case studies that grantees knew little, if anything, about the work of other U-Media partners or grantees despite biannual U-Media meetings. The survey results showed that almost everyone had a hard time naming other U-Media sponsored projects and/or organizations outside their own organization and their own interests. For instance, grantees whose goals were to monitor freedom of speech and to provide legal support to journalists knew little or nothing about other aspects of the program, such as media literacy or support of regional media. Moreover, almost none of the grantees located in Kyiv knew about regional emerging partners or other grantees:

“We do not always know what our partners are doing or what kind of programs they are pursuing. Perhaps we could combine our efforts or offer something useful to one another... For example, I was surprised to find out that the Pylyp Orlyk Institute [for Democracy] does very similar [to our] projects so some duplication of efforts is going on [by using the same U-media grant money].” (a core partner)

When asked in a survey, many grantees were not able to name a single other organization whose projects were also sponsored by U-Media. Several grantees (particularly institutional and core grantees) were able to name only those organizations with which they have collaborated in the past or whose services they have used. (For instance, some media organizations were able to name the Regional Press Development Institute, or RPDI, because their journalists used legal help that RPDI provides for free to regional and Kyiv journalists). However, the majority of interviewees had a hard time naming other grantees.

Finding 1.1.6. Many stakeholders believed that U-Media lacks a clearly communicated vision for the future and that there was inadequate support for new small projects and regional media. (program-related disadvantage) Many grantees, as well as media and educational experts, worried that U-Media lacks a clear vision for future programming. They expressed concerns that the lack of such vision can impede the success of the programs that have been supported in the past four years and, potentially, can create tensions between long-time partners and U-Media:

“When our organization is named as an institutional partner, we would like to see a perspective.

But we never know toward the end of the year what will happen the next year. As a rule, we send a project with a budget, and then we are told to cut our activities to a certain volume. And we cut everything that is essential for a success of this project.” (an institutional partner)

While more recent funding now supports regional partners, such as the Lviv Press Club and the Mykolaiv Center for Investigative Reporting, some respondents noted the need for greater regional support:

“We still need a huge support to regional media, especially the ones dislocated from Crimea and the ones that work near the war zones and near Crimea.” (an institutional partner and an emerging partner)

Finding 1.2. Management-Related Advantages and Disadvantages

Finding 1.2.1. Internews creates collaborative relationships with its sub-grantees and has supported their efforts to learn evaluation and monitoring. (management-related advantage) Core grantees appreciated the ability to do their own work and realize their missions. They also valued quick, effective feedback and the ability to have discussions as partners. Regional partners did not report any marginalization.

“Helpful instruments of self-evaluation and monitoring are always available. This was a very useful exercise for us about monitoring and evaluation [of our organization]. We received the instrument of self-evaluation thanks to the U-Media.” (an emerging partner)

“Cooperation contributed to organizational development; we got new knowledge and experience; improved the organization’s image and credibility of performers.” (a survey response)

Institutional and core partners pointed out that the donor does not micromanage the projects or the personnel of its partners directly, as some other donors do:

“They are not trying to manage our personnel directly, over the head of our director, but some other donors give directives and direct orders to program managers, bypassing the leaders of the organization.”

Finding 1.2.2. Accessibility of Internews employees, readiness to help, and good communication were listed among advantages for many partners. (management-related advantage) The majority of partners reported that Internews was very responsive. As one sub-grantee stated, *“operational communication is 12 out of 12 points”* (an open-ended survey response). Several grantees saw U-Media and communication culture as a plus. Survey respondents appreciated regular, clear, professional communication:

“Regular meetings with Internews are a plus; we meet much less often with other donors.”

“Continuous communication with representatives of the project allows us to use even better measures of the project.”

“Internews representatives even came to visit us and to conduct trainings on how to write evaluation reports and consulted us on many topics.”

“We appreciate their availability to answer questions.” (emerging partners)

Finding 1.2.3. Nonetheless, some sub-grantees raised concerns about communications and the relationship between Internews and its partners. (management-related disadvantage) In contrast to the quotes above, some long-term partners felt that communication had worsened. These respondents felt that changes in leadership at Internews corresponded with a transition from a more informal, personal touch to a more bureaucratic, distant approach. One participant even mentioned that it felt as if the Internews office was no longer located in Kyiv, although she was aware this was not the case. A few respondents expressed concern that the Internews Chief of Party (COP) does not speak Ukrainian.

“Some time ago, they [Internews] were easy to communicate with, very informal. Now, everything is very dry and formal.” [One past director] was eager to meet, and we would meet with her twice a week. Now we meet twice a year. There is no individual touch.” (grantee type has been omitted to protect confidentiality)

“Before we had more communication. For example, now we presented our idea for the project but had no live discussion—we only correspond via email. Personal meetings are a must.” (a core partner)

Some long-term partners also reported that now they face a suspicious attitude from the implementer:

“All donors point out problems or difficulties, but these are working moments. From all donors we hear that we are great and that they value us. And what [do] we hear from U-Media? [We see] only critiques and comments on our evaluation reports and other things. They do not always support the volunteer activities that we do and they are not interested to hear what we else we do—if these activities are not done with U-Media, even if they contribute to our core mission.” (grantee type has been omitted to protect confidentiality)

To be sure, such comments were made by a minority of respondents (six people total) and a less personalized approach is somewhat to be expected given U-Media’s growth; however, these minority viewpoints are nonetheless important. Overall, comments about the work by Internews were positive from the emerging partners and split among core and institutional partners.

Finding 1.2.4. Grantees perceive the current reporting procedures as excessive. (management-related disadvantage) In addition to the annual and semiannual reports, USAID requires reports from Internews every six months, and Internews requires that sub-grantees submit reports every quarter. Often the deadlines for the quarterly and semiannual reports are not aligned, and the grantees end up producing the reports every two or three weeks at the end of the quarter and the six-month periods. Respondents said that they have

to not only submit reports, but also submit a draft, a final draft with corrections, and then a final report. Although many grantees confirmed that they receive plenty of support from U-Media and Internews regarding the evaluation and measurement reporting, some still find the reporting burdensome. Many grantees, especially those that have multiple projects and are engaged in various activities, find this reporting excessive.

“Now per each dollar spent on work of journalists, we spend 2–3 dollars for reporting.” (an institutional partner)

“Recently, donors are getting carried away with the paper reports. Journalists who really change the picture of media in Ukraine are paid less than project and evaluation managers who write the reports to donors. For every dollar spent on real activity, we spend 2 or 3 dollars on writing reports for donors!” (an institutional partner)

Finding 1.2.5. High competitiveness among grantees appears to lead to reluctance to share new project ideas and to collaborate. (management-related disadvantage) As noted above, many grantees admitted that they know little, if anything, about projects of other U-Media partners. This appears to be encouraged by a competitive environment for funding.

“U-Media organizes meetings once or twice a year for all its partners to discuss plans and strategies for next year. This is the only meeting to get together and exchange ideas and learn. And yet, you still get a feeling of competitiveness among grantees.” (a core partner)

“Many are reluctant to share their new ideas at the meetings because they are afraid other grantees will steal the ideas.” (a core partner)

Finding 1.2.6. Some institutional partners note a lack of progress in moving toward the desired goal of “direct funding” from USAID, and some respondents complained about long approval times, and perceived lack of quick reaction or timely consideration to modify some projects. (Management-related disadvantage) The U-Media Program Description notes that:

“USAID has made it a priority to increase its support to local organizations. This activity is expected to result in the development of local organizations which have the technical and organizational capacity to implement USAID assistance. Therefore, applicants must propose a strategy that adequately develops local capacity in major program directions so that by the end of year three of the project, no less than three Ukrainian organizations are qualified to assume a leadership role in the continuation of media developments efforts in key areas of importance for the sector.”⁵

While USAID contends that this should not be interpreted as “direct funding” from USAID to local organizations, interviews showed that at least four different partners interpreted this paragraph as direct funding. Seven long-term institutional and core partners reported that

⁵ USAID. 2011. Request for Applications RFA-I21-11-000001. “Program Description.” Pg. 27

they expect to get direct USAID funding soon. Nonetheless, interviews suggested that few, if any of these organizations, would be able to meet USAID requirements for such funding. For example, some of the organizations had never heard of the preparatory audit that they have to complete before they can be considered for the direct funding, or they had no knowledge of what kind of reporting is required from organizations that receive direct funding from USAID.

There are also perceptions that reporting requirements will be restructured and project-specific budgets will be guaranteed for longer periods of time, allowing organizations “to concentrate on projects instead of quarterly reports.”

Long approval times and a perceived lack of effective quick reaction or timely consideration of new or modified applications were also cited by several organizations as a disadvantage:

“We constantly face multiple questions. A long process of approval is worrisome; we submitted the proposal last September but received a final approval only in February, when several parts of the project were already completed. It is a difficult moment—negotiation of new project, new proposals.” (a core partner)

“The confirmation of the proposal takes a long time. Sometimes it happens quickly, but this summer when we submitted our proposal to continue the project, we were supposed to start the new stage on July 1, but we received the money only at the end of the month, four weeks later.” (an emerging partner)

Finding 1.2.7. There is a perceived lack of coordination with other donors and grantees among some interviewees (management-related disadvantage) Grantees and experts perceived that U-Media sometimes had poor coordination with other donors and grantees. Some projects were overlapping (“We do the same projects and yet we are not coordinating”), and other projects do not seem to have a clear goal (“One time, there was an idea to work with Polish NGOs—but then it turned out to be a chaos with no clear coordination”). (survey responses)

QUESTION 1 CONCLUSIONS

Conclusion 1.1. The longevity and the flexibility of the U-Media project are seen as a long-term investment into establishing freedom of speech and independent media in Ukraine. [supported by Findings 1.1.1, 1.1.2, and 1.1.3]

Conclusion 1.2. Although communication with the U-Media implementer was perceived as quick, flexible, effective, and partner-oriented by many interviewees, others report frustration with a perceived decline in more personal communication. [supported by Findings 1.2.2, 1.2.3]

Conclusion 1.3. Partners lack a sense of U-Media’s strategic direction, both in terms of program-related vision and future financing of partners. [supported by findings 1.2.3 and 1.2.6.]

Conclusion 1.4. Limited knowledge and lack of incentive to learn more about other media and media-oriented NGOs and CSOs in Ukraine (e.g., competitive pressures) create an isolated, fragmented environment in which current media and NGOs exist and operate, leading to possible redundancies and potential missed opportunities for learning across projects. [supported by Findings 1.2.5 and 1.2.6.]

Conclusion 1.5. Reporting procedures and practices seem to be excessive and burdensome, particularly for those small regional grantees, media, and long-term partners that are engaged in multiple levels of activities and projects. The more active the organizations were and the more recognized they were among other stakeholders, the more these organizations criticized the excessive reporting. [supported by Findings 1.2.4.2 and 1.2.6]

QUESTION 1 RECOMMENDATIONS

Recommendation 1.1. Maintain the flexibility and long-term perspective of the U-Media project. [supported by Conclusion 1.1]

Recommendation 1.2. Create opportunities for collaboration among different levels of grantees and among regional grantees. For example, Internews could incentivize Kyiv-based grantees to collaborate with regional grantees to scale up learning. Expect all new projects to be aware of similar organizations, particularly in the regions, and build connections. [supported by Conclusion 1.2]

Recommendation 1.3. Create an open, interactive, and searchable database of all sponsored projects and supported media, NGOs, and CSOs to encourage collaboration among grantees, donors, and other stakeholders, particularly in situations where sub-grantees are implementing similar projects. [supported by Conclusions 1.2 and 1.4]

Recommendation 1.4. Review reporting and communications procedures and simplify reporting requirements. Plan additional periodical face-to-face meetings with grantees to discuss current projects and to find points for collaboration. [supported by Conclusions 1.3 and 1.5]

Recommendation 1.5. U-Media should serve as a center of the highly effective, connected network of media and media-related NGOs. Build and maintain an interconnected, virtual, openly accessible network of new and emerging grantees so that they can exchange ideas and collaborate with each other; announce open-door competition rules that encourage collaboration among three or more organizations in different regions to pursue a strategically important topic. [supported by Conclusion 1.4]

Question 2: How did Internews tailor its tools and approaches to satisfy the diverse needs of its partners given the changing environment in Ukraine? (For example, was Internews flexible and fast in re-orienting/refocusing grants/sub partners?)

QUESTION 2 FINDINGS

Finding 2.1. U-Media tailored its tools and approaches by focusing on journalists' training, focusing its efforts on the protection of freedom of speech during the times of political change and unrest. Survey respondents reported that Internews was very adaptive to change. Respondents were asked on a scale from 0–10 to disagree (0) or agree (10) if “Internews and the U-Media Project is doing the right kinds of things to respond to Ukraine’s changing political and media landscape.” The average response among 35 respondents was 8.4, indicating that respondents perceive that Internews adjusts to the changing climate. Respondents were asked to rank on a scale of 0–10 the degree to which their projects had changed in response to the changing media and political landscape, with 0 indicating no change at all and 10 indicating that it completely changed. Of the 35 respondents, ten reported not making any changes to their projects, and only five offered scores above 5. The average score was 2.8. This suggests some flexibility in the project design although no wholesale changes. Respondents were also asked to rank U-Media’s receptiveness to the change, where 10 indicated that they were completely supportive and 0 indicated that they were not supportive at all. The average response was 9.1, suggesting flexibility on Internews’s part. Interview responses confirmed these findings:

“U-Media reacted well on the brink of the war. They were there to help. We did not have time to reach out to them; we were busy doing work, but they reached out to us and helped the other organization with bulletproof vests for journalists and safety trainings.” (an institutional partner)

“When one grantee proposed to organize live debates, the U-Media reaction was ‘instant’: We discussed the draft in 10 days. U-Media has a good management team that was able to navigate this very complex, multi-layered project, which combined online and conventional TV debates. U-Media shared its precautions, talked through potential problems [with us].”

Finding 2.2. During the first two years of implementation (before November 2013), in response to the political situation in Ukraine, U-Media concentrated its efforts on supporting media and media-related NGOs that were focused on changing the media laws in Ukraine. In the period prior to the Euromaidan, U-Media used several tools and approaches to respond to challenges. This included supporting the media-centered NGOs that advocated for the adoption of the law of Public Access to Information, which was eventually adopted in January 2012. After adoption of this law under the new government, many grantees were able to actively engage in projects that promoted and influenced the media context through legal support for and consultations with journalists.

Internews tried to shape U-Media’s programming in response to political challenges: backsliding democracy, centralization of power, and increased editorial pressure on journalists. Internews’s

documentation illustrates how the sub-granting process sought to anticipate political events. Prior to parliamentary elections in October 2012, Internews writes:

“U-Media will evaluate all sub-grant proposals through the lens of the upcoming parliamentary elections to ensure that activities address major challenges confronting media including: journalist training on the new elections law and elections coverage; legal protection and assistance for journalists; and monitoring media for elections bias, violations of elections law, and paid content, and communicating monitoring results to domestic and international audiences.”⁶

In addition, Internews offered internal trainings for partners in media-related organizations and provided more open-door competitions to identify new potential and emerging partners.

Finding 2.3. During the third year of implementation (start of Euromaidan in November 2013), U-Media reacted quickly and correctly by concentrating its efforts on closely working with grantees to identify the greatest needs. Based on interviews with partners and media experts, toward the end of 2013 and in 2014, U-Media utilized the following tools and approaches during the rapidly changing political situation:

- Reacting quickly to grantees’ demands
- Providing training for journalists’ physical security
- Reaching out to partners to check on their needs (e.g., Crimea)
- Offering legal support to regional and breaking-news journalists
- Providing materials for journalists’ physical security (helmets, bulletproof vests)
- Developing a dictionary to avoid hate speech
- Responding to new elections by helping to organize and support nationally televised and live online debates (presidential and parliamentary)
- Supporting emerging partners with good ideas to enable public discussions and debates in the regions around elections

The following quotes illustrate U-Media’s responsiveness:

“U-Media reacted well [during Euromaidan]. We were able to quickly redirect a portion of our U-Media grant to the immediate needs of journalists and, for instance, made letters ‘PRESS’ to put on journalists’ bulletproof vests so that they can be easily noticed.” (an institutional partner)

“After the Euromaidan, there was an increased need for investigative journalists, [and U-Media] supported them. We very quickly received a positive response to [our] request [to adjust our current grant]. After the Euromaidan we needed to organize media literacy discussion in the regions and show how to counter Russian propaganda (especially in the East and South). And U-Media project was flexible enough to understand and help us to address this issue.” (a core

⁶ Internews. 2012. *Ukraine Media Project: Year 1 Implementation Plan*. p. 7.

partner)

Donors also agreed that U-Media was the only Western project that was able to quickly and effectively react on the rapidly changing political situation in Ukraine:

“When the Euromaidan happened, all we could do is to sit and watch. We were not able to change our grants because that would require extensive time. U-Media was the only donor who was flexible and who was able to help the independent media in the first days of Euromaidan. They provided help to Hromadkse.TV, they reached out to grantees and asked how they can help. They supported activities of their current grantees to protect journalists who covered Euromaidan.” (a focus group with Western donors)

QUESTION 2 CONCLUSIONS

Conclusion 2.1. U-Media was able to support the Ukrainian media and media-related NGOs during the Yanukovich regime and prior to the Euromaidan period. Its efforts in adopting tools and approaches allowed it to expand the number of U-Media partners, strengthen election reporting, promote legal changes, and encourage partners to take advantage of those changes. [supported by Findings 2.1 and 2.2]

Conclusion 2.2. U-Media was also able to effectively adjust its tools and approaches based on the needs and requirements in the rapidly changing political, economic, and societal environment during November 2013 (Euromaidan) and thereafter. U-Media reacted quickly and effectively, providing necessary support to the media and media-related NGOs in both Kyiv and in the regions. [supported by Findings 2.1 and 2.3]

QUESTION 2 RECOMMENDATIONS

Recommendation 2.1. Continue to protect the flexibility and ability of programs to adjust programming to a rapidly changing environment. Consider positioning U-Media as a hub and a coordinator in times of greatest needs, particularly for regional independent media and media-related NGOs.

Question 3: Of the tools and approaches that U-Media had at its disposition, which were perceived by U-Media stakeholders to be the most useful for influencing media context under Objective I and media content, such as news and other information, under Objective II and why?

QUESTION 3 FINDINGS

Objective I focuses on the media *context* in Ukraine (support and promote freedom of speech and media independence), and Objective II addresses media *content* (increase the variety of news sources and improve news quality). Respondents to the online survey ($n=36$) were asked to rate

if they felt U-Media was “doing the right kinds of things” in a variety of areas on a scale from 0–10, where 0 was “completely disagree” and 10 was “completely agree.” On average, respondents perceived that the U-Media project conducted necessary work to support both context and content:

- Promoting an independent media in Ukraine (context) (mean=8.6)
- Promoting freedom of speech (context) (mean=8.9)
- Increasing the quality of news (content) (mean=8.1)
- Increasing the variety of sources (content) (mean=8.5)

When asked about the perceived impact that U-Media has had on a scale from 0–10, where 0 is “no impact” and 10 is “major impact,” survey respondents were generally positive; however, they gave lower ratings.

- Promoting freedom of speech in Ukraine as a whole (context) (mean=7.4)
- Promoting media independence (context) (mean=6.1)
- Increasing the quality of news (content) (mean =5.7)
- Increasing the variety of news sources (content) (mean =5.7)
- Supporting national independent media (content) (mean =5.5)
- Supporting regional independent media (mean=6.4)

During qualitative interviews, stakeholders had a hard time differentiating between the media context and media content, and many partners reported these as “inseparable.” For the purposes of this report, the team used the data to divide the tools and approaches into two categories.

Finding 3.1. Media Context in Ukraine

Interviews with various stakeholders as well as case studies and survey responses showed that the following tools and approaches had the most influence on media context in Ukraine in the evaluated period:

Finding 3.1.1. Support to independent broadcasters influenced the media context. Participants indicated that U-Media’s support of media-related NGOs that were actively involved in lobbying for the adoption of the law on public broadcasting (e.g., Institute for Mass Information, or IMI; Media Law Institute, or MLI; and Telekritika) was very influential in promoting the passage of media laws. After almost two decades of active pursuit of public broadcasting in Ukraine, the Law on Public Service Television and Radio Broadcasting in Ukraine was signed by President Poroshenko in April 2015.⁷

⁷ While the reforms occurred during the period evaluated, it is not possible to separate out the effects of current or previous U-Media periods.

Additionally, the document review and interviewees revealed that U-Media was the first donor that supported a newly established Hromadkse.TV and Hromadske Radio during the turbulent times of Euromaidan. The grant allowed the Hromadske media to provide a live translation of the Fall 2013 events from Maidan Square, and allowed a small group of active independent journalists to establish what many interviewees considered to be the most influential media outlet of the Euromaidan period. Other donors followed suit in 2014 and 2015, after they saw the quality of the media content produced by Hromadske.TV. In terms of the influence on the media context in Ukraine, the initial support of Hromadske.TV and radio by U-Media in late 2013 was invaluable in changing the media environment of Ukraine at the time.

Finding 3.1.2. Support of professional standards through discussions of ethical standards influenced the media context. Many grantees agreed that U-Media tools and approaches led to an increase in discussions and debates around ethical and professional standards in journalism in Ukraine during the evaluated period. Two specific initiatives were commonly mentioned by interviewees: 1) analytical materials published by U-Media institutional partner Telekritika, and 2) the “Pulitzer Prize in Journalism” in Ukraine, a national competition for the “Honor of the Profession” (*Честь професії* in Ukrainian). The award was established in 2010 by one institutional partner, International Association of Broadcasters, and one core U-Media partner, the Ukrainian Association of Press Publishers.

“We, just as many other public officials, start our morning with reading Telekritika. Because everyone wants to know who is in trouble this time around. It matters if Telekritika critiques the government official or media because then you want to take a closer look at why this critique took place.” (a government official)

“The Honor of Profession competition motivates us to do a better job. Everyone wants to be recognized for quality work, and now we have a standard we want to achieve.” (a regional media representative, an emerging partner)

The lack of effective self-regulation in the journalism industry was perceived as a drawback to improving media independence (context) and quality of news (content). However, participants saw no clear solutions to the problem:

“Self-regulation of the industry is an important conversation to have. Unfortunately, as of today, I do not see a single organization that can take this responsibility and that can be respected professionally among various media and main journalists in Ukraine.” (a core partner)

Finding 3.1.3. Legal support for journalists was also seen as an influential approach that U-Media utilized. Following passage of the access to public information law in January 2012 (with U-Media support), many interviewed donors and experts credited U-media with not only encouraging the passage of the law, but also providing legal support for and consultations with journalists to ensure that the law was followed. The leading organizations that made the difference were MLI and RPDI, which provided legal support for investigative journalists, particularly in the regions.

Legal support was especially valued by regional independent media representatives, who stated that often they still face “Yanukovich-like thinking” from the local officials in the regions who refused to provide public access to information or created barriers to journalists in accessing certain documents.

“In Kyiv, the government officials are all new, but here, in our town, these are the same exact people who were in power when Yanukovich was in power. Their mentality did not change. So we still, in some ways, operate under the old regime here.” (an emerging media partner)

Finding 3.2. Media Content in Ukraine

In terms of media content, trainings in investigative journalism, support of investigative projects, and media monitoring were among the tools and approaches that contributed to improving the quality of media content in the evaluation period between 2011 and 2015 in Ukraine.

Finding 3.2.1. Training in investigative journalism influenced media content. The 2011–2012 annual report showed that U-Media grantees perceived trainings in investigative journalism to be of particular relevance and effectiveness. Good examples of projects that provided effective training to journalists were identified through interviews and survey data, and included training of journalists in conflict areas (Academy of Ukrainian Press, Ukrainian Crisis Media Center), investigative journalism trainings (Academy of Ukrainian Press, IMI) and military journalism trainings (Academy of Ukrainian Press, IPC, Lviv Press Club). Several media and education experts pointed out that such trainings were more likely to be effective and sustainable if they involved existing, established educational programs.

“If we can create a solid network of exchanges and training on the basis of existing [journalism] schools, we can achieve the results much quicker and will be able to reach the larger network of young professionals who want to change the field of journalism in Ukraine.” (a media expert)

U-Media’s involvement in supporting programs at established, prominent journalism schools in Ukraine has been minimal; however, some programs (such as projects by Suspilne Foundation on public debates and regional journalists’ trainings and projects by Academy of Ukrainian Press, or AUP, on monitoring and trainings) have engaged educational institutions as contractors or sub-grantees.

Finding 3.2.2. Support of investigative projects influenced media content. Support of investigative projects was also found to be useful. Annual reports document the many investigations to result in various kinds of response from the authorities. This particularly concerns investigations in Crimea by IPC.⁸

⁸ See 2012–2013 U-Media Year 2 Annual Report Final, p. 72.

Stakeholders also pointed out successful stories that directly resulted from other investigative projects, including projects by the Mykolaiv Center for Investigative Reporting and Rivne Center for Investigative Reporting, with legal help from RPDI.

Finding 3.2.3. Media monitoring influenced media content. Media monitoring efforts are also regarded as significant instruments for raising awareness about editorial biases. AUP organization emphasized that its monitoring reports are cited by reputable international organizations, such as the Organization for Security and Cooperation in Europe's Office of Democratic Institutions and Human Rights (OSCE/ODIHR), European Network of Election Monitoring Organizations (ENEMO) Mission to Ukraine, Canada Observation Mission, and National Democratic Institute (NDI).⁹

In the 2012–2013 annual report, media stakeholders noted a positive role of media monitoring reports by AUP and the Center for Ukrainian Reform Education (CURE), which increased awareness about deficiencies in media content. They also contributed to changing practices among some local media organizations to distinguish between paid reports (so-called *jeansa*) and genuine reporting.¹⁰

Media monitoring was also perceived by many as an effective tool and a useful approach to evaluate the overall media context in Ukraine. The Association of Ukrainian Press, Pylyp Orlyk Institute, Lviv Press Club, government representatives, and media experts were among the stakeholders who saw media monitoring as a deterrent to censorship.

Finding 3.2.4. Support for new regional multimedia content providers influenced media content. Recent efforts to support regional media and organizations was seen as an important approach for improving the quality and quantity of independent media in Ukraine. Experts and grantees mentioned the U-Media support for the Centers for Investigative Journalism in Mykolaiv and Rivne and for Lviv Press Club and IPC in Crimea (the latter of which has relocated to Kyiv) as exemplars of quality content among regional independent media.

Findings 3.3. U-Media tools and approaches were particularly influential in changing media content and media context in Ukraine between 2013 and 2015, after Euromaidan, because the political environment in Ukraine changed and became more supportive of freedom of speech and media independence in Ukraine.

To answer the question of why these tools and approaches were the most useful and influential, the team analyzed the data from interviews with various stakeholders, case studies, and open-ended answers in the online survey. In short, the team discovered that these tools and approaches were the most successful because:

- They were offered continuously, during the whole implementation period, by the leading

⁹ Internews. 2012. *U-Media Annual Report: 2011–2012*. p. 85

¹⁰ See *2012–2013 U-Media Year 2 Annual Report Final*, p. 17.

media-related NGOs, which have solid reputations and extensive regional networks. For example, media monitoring was continuously conducted and published by Telekritika; Internews Ukraine and AUP continuously offered trainings to journalists; IMI, together with several other NGOs, continuously represented the interests of independent media in public forums and conducted public campaigns to attract attention to censorship; and regional media partners continuously produced high-quality content and shared it online.

- These initiatives produced tangible results and success stories, such as the number of legal cases won in regional, national, and European courts by RPDl and MLI lawyers on behalf of journalists against public officials after adoption of the Ukraine law on public access to information in January 2011.
- The political environment in Ukraine had changed between December 2013 and 2015, which allowed many of these tools and approaches to be implemented successfully and to be more influential in conversations with government officials, many of whom came to power in 2014 after being media and political activists in opposition for most of the time between 2010 and 2013.¹¹

QUESTION 3 CONCLUSIONS

Conclusion 3.1. In relation to Objective I (support and promote freedom of speech and media independence), the most influential U-Media tools and approaches were support for independent broadcasters, support for professional and ethical standards among journalists in Ukraine, and legal support for journalists. Another effective and influential approach that U-Media pursued was continuous support for lobbying to adopt and sign the new media laws in Ukraine. Stakeholders saw passage of the law on public access to information and the law on public broadcasting as a direct result of U-Media related efforts. [supported by Findings 3.1.1, 3.1.2, 3.1.3]

Conclusion 3.2. Among the most influential U-Media tools and approaches in relation to Objective II (increase the variety of news sources and improve news quality) were the investigative journalism trainings, support for investigative media projects, media monitoring, and access to new regional multimedia content providers. [supported by Findings 3.2.1, 3.2.2, 3.2.3, and 3.2.4]

Conclusion 3.3. Perhaps the largest factor that facilitated U-Media efforts and contributed to successfully changing the media context and media content in Ukraine was the arrival of a new, more democratically oriented, pro-Western government, which opened public offices to former media activists and opposition leaders. [supported by Finding 3.3]

¹¹ For instance, a former director of IMI, Victoria Syumar, is now the Head of the Committee for Freedom of Speech and Information Policy of the Verkhovna Rada of Ukraine; a former rector of the National Kyiv Mohyla Academy and former dean of Kyiv Mohyla Journalism School, Serhiy Kvit, is now a Minister of Education of Ukraine; and former founder and editor-in-chief of the grantor-supported independent investigative media Sivdomo, Egor Sobolev, is now a head of the Parliament Committee on Fighting Organized Crime and Corruption.

QUESTION 3 RECOMMENDATIONS

Recommendation 3.1. U-Media should continue focusing on tools and approaches that have been proven to be successful. In relation to Objective I, media context, U-Media should continue facilitating conversations among various donors and stakeholders on the future of public broadcasting systems in Ukraine, and on the best ways to restructure the current conglomerate. Constant coordination among donors and close cooperation, if not a merger, between the main players (Hromadske.TV and Public Broadcaster First National) are essential for a successful transition to a public broadcasting model in Ukraine. U-Media also should continue to support nationally recognized professional competitions among journalists and provide legal support to investigative journalists, especially in the regions. [supported by Conclusion 3.1]

Recommendation 3.2. To expand programs that influence the variety of news sources and improve quality of news in Ukraine, U-Media should concentrate on developing long-term, strategically coordinated advanced trainings; short- and long-term journalism programs; and continuing education programs in coordination with existing educational journalism programs at universities. Possible programs include National Kyiv Mohyla Academy Journalism School, Journalism Department of the National State University, Lviv Catholic University's School of Journalism and the journalism departments in major regions of Ukraine: Center (Kyiv), South (Odesa), North (Kharkiv), East (Dnepropetrovsk and Zaporizhe), and West (Lviv). [supported by Conclusion 3.1 and 3.2]

Question 4: Of the practices and behaviors that U-Media promoted, which were adopted and actively used by its partner organizations to influence media context (Objective I) and/or media content (Objective II) in Ukraine?

QUESTION 4 FINDINGS

Finding 4.1. Based on the primary data, grantees exhibited a mixed understanding when asked about the practices and behaviors; U-Media is not perceived as the type of project whereby Internews or institutional partners overtly promote a set of formally identified and specific practices to be adopted by all sub-grantees. Prior to data collection, the team asked Internews to clarify and identify a list of practices and behaviors it had been promoting to influence the media context and content. (See Table 2.) Internews had a hard time developing this list, which included many goals and aspirations more than specific practices or behaviors that grantees could clearly identify and adopt. The team spent a significant amount of time discussing and clarifying the list with the grantees. In interviews, multiple grantees indicated that the interview was the first time they had seen a list that outlined these behaviors and practices. Most emerging partners provided their own responses, which sometimes did not refer to listed practices and behaviors. In a number of cases, both core and emerging partners were unable to name a single practice of behavior they had adopted. In others, partners seem to confuse practices and behaviors with actual programmatic activity. It seems clear that neither

Internews nor the sub-grantees perceive U-Media as the type of project whereby Internews or institutional partners overtly promote a set of specific practices to be adopted by all sub-grantees.

Finding 4.2. Five of the “practices and behaviors” identified by Internews were frequently adopted and actively used; however, interviewees also identified additional practices and behaviors that were adopted and used. After additional clarification, some, but not all, grantees were able to identify certain practices and behaviors on the list that they had adopted. The list of practices and behaviors identified by Internews is provided in Table 2. As demonstrated in the table, seven organizations reported maintaining reliable information pertaining to media professionalism, independence, censorship, and violation of laws protecting journalists and freedom of speech; six organizations reported advocating for professional standards, protection of journalists’ rights, and press freedom; and another six listed ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists.

Table 2. The Most Commonly Mentioned Adopted and Actively Used Practices and Behaviors

Practice or Behavior (As Identified by Internews)	Type of Grantee Who Adopted	Total Mentions (#)
Objective I		
1.1 Use of credible data and methodologies to effectively monitor the media sector	Core, institutional	4
1.2 Maintenance of reliable information pertaining to media professionalism, independence, censorship, and violations of laws protecting journalists and freedom of speech	Institutional, core, government representative	7
1.3 Establishing feedback mechanisms for journalists and citizens to report on ethical violations	Non-grantee	1
1.4 Promotion of transparency of media ownership allowing consumers to judge the objectivity of news	Core, institutional	3
1.5 Advocating for professional standards, protection of journalists’ rights, and press freedom	Core, institutional, emerging	6
1.6 Ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists	Core, non-grantees, experts	6
Objective II		
2.1 Increasing use of new media for obtaining local and national news and information	Core, regional	3
2.2 Transformation of traditional media into convergent newsrooms	Institutional, core, emerging	5

2.3 Improving quality of TV, radio, print, and online content produced by Ukrainian journalists	Institutional, core, emerging	5
2.4 Promotion of cross-regional exchanges, news coverage, and content sharing	Core, emerging	3
2.5 Improving quality of elections campaign coverage through balanced information about the electoral process and candidates' platforms; cultivating a debate culture	Core	2
2.6 Focusing on policy issues of critical importance for Ukraine's future	—	0
2.7 Production of substantial local content	Regional, institutional	4
2.8 Facilitating news production for and about Crimea	Institutional	1

In addition to what appears on this list, several organizations identified additional behaviors and practices. Many of these blurred the lines between programmatic activities that U-Media was supporting and behaviors and practices that could be adopted. These include institutional support and capacity building (e.g., developing monitoring capacity), journalist best practices (e.g., in investigative journalism), ethical practices, and collaboration. In fact, practices surrounding institutional strengthening and building capacity were the most commonly mentioned by interviews and survey respondents, even though they were not included in the list. We explore each of these in greater detail below and discuss challenges to fostering ethics and collaboration.

Finding 4.3. Institutional support and capacity-building efforts of U-Media led to subgrantee adoption of reporting, monitoring, and evaluating practices. Among the practices designed to strengthen media institutions, many of the interviewees and survey respondents indicated that they had adopted reporting procedures and self-assessment as a way to measure and evaluate their organizations and practices.¹² Many core and emerging partners mentioned that they had attended workshops on reporting, self-assessment, evaluation, and organizational capacity that were organized by Internews. Regional emerging partners said they had met with Internews representatives who traveled to visit them to discuss reporting procedures. Nearly all emerging grantees reported that now they were more confident in evaluation reporting. Several core and institutional partners reported that, as a result of adoption of the capacity-building practices and reporting behaviors promoted by U-Media, they were able to pursue large grants from other Western donors:

“If it were not for U-Media trainings and the push toward the self-auditing and self-evaluation, we would not have been able to receive SIDA grants.” (one core and one institutional partner)

¹² As noted above, and by contrast to the finding here, other respondents complained about excessive reporting requirements.

Finding 4.4. Trainings of journalists, particularly in investigative journalism, led to adoption of best journalism practices. One of the commonly funded activities under U-Media is trainings, where a variety of practices and behaviors are promoted, depending on the nature of the training. There was a general consensus about the importance of training, with a particular focus on the adoption of tools related to investigative journalism and new forms of media. The team received comments from interviewees that journalists who participated in the trainings produced higher-quality content, and that they would like to continue to receive these trainings:

“I did not know anything about independent investigative journalism, and these trainings were a great help to get ahead. They explained how to work with government documents, how to look for information, how to request information, using the new law on public information access. I now write fact-based stories, supported with documents. I got excited about journalism, and I want to learn more.” (a media regional representative)

Respondents noted that investigative journalism is gaining ground in the regions, and that government officials are now paying attention and responding to what journalists are producing.

Finding 4.5. Professional and ethical standards were also promoted by Internews, but the grantees explicitly pointed out the lack of established mechanisms to report ethical violations. Many U-Media–supported initiatives promote professional and ethical standards in journalism. One of the most frequently violated ethical and professional standards in Ukraine is the acceptance of payment for publishing or presenting news or other materials on the editorial pages or on air (hidden advertising, or *jeansa*). This violation of a professional and ethical journalistic standard is perhaps the most salient and prominent topic among professionals.¹³ The number of *jeansa* materials in the Ukrainian media is particularly alarming around the election periods.¹⁴ Document review showed that several grantees conducted monitoring of *jeansa* in 2012–2013 (IMI, Telekritika, Center for Ukrainian Reform Education (CURE)¹⁵ and 2013–2014 (IMI, RPDI, CURE).¹⁶ The discussions of *jeansa* usually revolve around the need for enforceable codes of ethics and consequences for violating professional standards. The evaluation team spoke with several partners that had an optimistic view of the continuous efforts of U-Media to support ethical and professional standards among journalists in Ukraine.

“U-Media forms the team of experts who, like viruses, infect others with professional media standards.” (an emerging partner)

Nonetheless, while grantees believed that these standards were important, there was some skepticism given that many ethical practices were not adopted or widely used. The difficulty in

¹³ Grynko, A. (2013). “Ukrainian journalists’ perceptions of unethical practices: Codes and everyday ethics.” *Central European Journal of Communication*, 5(2), pp. 259–274.

¹⁴ Internews (2013). *Ukraine Media Project Annual Report: 2012–2013*, p.32.

¹⁵ *Ibid.*, p. 22.

¹⁶ Internews (2014). *Ukraine Media Project Annual Report: 2013–2014*, p. 25.

fostering ethical and professional standards among journalists in Ukraine was a particularly painful subject:

“The situation is aggravated, journalism labor devalued, and house mortgage often pushes people to compromise either with professional standards or with their own values.” (a core partner)

Finding 4.6. Promotion of collaboration, cross-regional exchanges, news coverage, and content sharing (2.4) was not adopted by grantees, but the participants indicated a clear need for several of these practices to be further developed. There are several positive examples of collaboration. For instance, the media portal Nashi Groshi (Our Money),¹⁷ which is produced by grantee organizations, collaborated with regional partners to conduct journalistic investigations, and the Ukrainian public broadcaster featured some of its programming. A second example is that some programs of Hromadske.TV now air on First National TV, the Ukrainian public broadcaster. However, these efforts remain relatively uncommon. For example, the majority of experts, donors, and even grantees (except two) agreed that the First National Media hub, which became public in April 2015 as a result of the newly signed law on National Public Television and Radio Broadcasting, must collaborate with Hromadske.TV and Hromadkse Radio to truly achieve quality news content that could be distributed across the country. This would allow both organizations to utilize the vast resources of the legacy media system, which has now become part of the public media. In addition, it would bring the high-quality content of the most popular TV channel from the Euromaidan era.

QUESTION 4 CONCLUSIONS

Conclusion 4.1. The practices and behaviors that U-Media promoted were not clearly communicated to the grantees. The list of practices and behaviors that the U-Media implementer presented to the team included goals and aspirations more than specific practices or behaviors that grantees could clearly identify and adopt. Many grantees were confused by questions related to practices and behaviors and were not able to answer or tended to discuss the importance of particular programmatic activities. [supported by Finding 4.1]

Conclusion 4.2. The most commonly adopted and used practice and behavior, which focused on issues of institutional support and capacity building (e.g., building monitoring, reporting, and evaluation capacity), was not on the list provided by the implementer. [supported by Finding 4.1, 4.3]

Conclusion 4.3. Among the listed practices and behaviors, the most identified as used and adopted were skills taught in trainings of journalists, particularly in investigative journalism. Professional and ethical standards were listed as extremely important, but grantees did not believe that such practices were effectively adopted or used by others. Collaborative practices, cross-regional exchanges, and content sharing, particularly in relation to the newly

¹⁷ For more information, please see <http://nashigroshi.org/>

established public broadcasting, were also discussed and partially adopted and used. [supported by Findings 4.4, 4.5, 4.6]

QUESTION 4 RECOMMENDATIONS

Recommendation 4.1. For the next funding cycle, U-Media and Internews should identify a clear list of strategically important practices and behaviors to be adopted by partners, communicate their importance, and ensure that grants and programming support their adoption. [supported by Conclusions 4.1 and 4.2]

Recommendation 4.2. For the next funding cycle, U-Media and its implementer may want to include promoting open debates and discussions about why promoted practices and behaviors were not well understood. These discussions may include the establishment of clear feedback mechanisms for journalists and citizens to report ethical violations. U-Media should also consider promoting an enabling environment in Ukraine that will encourage long-term, highly respected media-related NGOs to consider creating a self-regulating body to oversee the quality of journalism in Ukraine.¹⁸ [supported by Conclusions 4.1, 4.5]

Question 5: What major changes in the media context under Objective I and media content under Objective II in Ukraine do CSOs and other U-Media stakeholders perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations?

QUESTION 5 FINDINGS

To answer EQ5, the team reviewed the documents and reports, consulted peer-reviewed academic and industry-published research (to search for external verification and confirmation), and analyzed primary data gathered through the online survey, interviews, and case studies.

Finding 5.1. In relation to Objective I (support and promote freedom of speech and media independence), stakeholders perceived the following major changes to be the result, in whole or in part, of the work U-Media and its partner organizations conducted between 2011 and 2015:

- Maintaining a spotlight on freedom of speech issues
- Fostering legal reforms

¹⁸ Other examples of the handling of this issue in the region include the Polish Journalism Association and the Polish Public Relations Consultancy Association, which worked together to establish principles and enforceable guidelines to monitor *jeansa* (hidden advertising practices). Tsetsura, K. (2005). "Bribery for news coverage: Research in Poland." Institute for Public Relations Online: International Research. Retrieved from http://www.instituteforpr.org/research_single/bribery_for_news/

- Advancing media literacy

Finding 5.1.1. U-Media projects foster an ongoing discussion on freedom of speech among professional journalists and influential individuals in the public arena in Ukraine. Despite the “pendulum swings of political and economic changes,” as one interviewee put it, U-Media projects were able to focus public discussions on the importance of freedom of speech and media independence during the evaluation period. Between early 2011 and late 2013, the situation with media freedom in Ukraine deteriorated dramatically.¹⁹ Nonetheless, public discussions on the need to provide equal access of various political parties to the Ukrainian media remained influential. For example, ongoing public discussions likely created pressure on the INTER TV channel, incentivizing improvements and contributing to fairer coverage of the election process.²⁰

“These monitorings help us to keep the media on their toes; we can come to them and have an informal conversation about the very fact that they violate the media balance. When we show numbers to major television channels owned by oligarchs, editors of these channels listen to us, and we see a more balanced coverage in the next months.” (an interview with a core partner)

Success of the Internews Ukraine’s crowdsourcing mapping project ElectUA.org was another example of external validation of improved media context. The project allowed Ukrainian citizens to participate in the monitoring of the 2012 parliamentary election. Professional journalist trainings resulted in the improved performance for some media outlets. U-Media’s Year 2 Annual Report showed that between September 2012 and early November 2012, the program received 1,723 violation reports from citizens throughout the country. On voting day, October 28, the ElectUA crowdsourcing platform received 368 violation alerts.²¹

Finding 5.1.2. Media legal reform was possible thanks to the continuous efforts of the U-Media and its partners. Two major laws were adopted in Ukraine during the evaluation period: Access to Public Information Law (January 2012) and the Law on Public Service Television and Radio Broadcasting in Ukraine (April 2015). The first law was seen by the vast majority of interviewees (grantees, experts, government officials, and journalists) as a major victory for freedom of speech in Ukraine. The law in fact changed the media context in several ways. As discussed above, U-Media’s support of IMI, MLI, RPDI, and Telekritika helped catalyze these reform efforts.

¹⁹ Grynko, A. (2013). Journalists’ roles and ethics in turbulent times: Contemporary controversies in Ukraine. *Media Transformations*, 9, 52-79.

²⁰ U-Media Year 2 Annual Report Final, pp. 76, 94.

²¹ Internews. 2013. *Ukraine Media Project Annual Report: 2012–2013*. p. 20.

The legal support provided by U-Media and its partners during the U-Media project cycle also resulted in changing the legal landscape in Ukraine and helped to establish several precedents for future journalistic investigations. Among the most prominent court cases, supported with the help of U-Media and its partners (RPDI and MLI), was the lawsuit against the Ministry of Justice of Ukraine to gain open, searchable online access to the Registry of Corrupt Officials, which was first introduced in 2014 but was only available for internal use by the Ministry. Three prominent Ukrainian journalists, Yury Kireev, Irina Kushnir, and Egor Sobolev, filed a lawsuit against the Ministry to require open access to the database. As a result of the lawsuit, a newly redesigned, searchable open registry became publicly available in a beta-testing version in July 2015.²²

U-Media-supported projects were also influential in advancing the *implementation* of newly adopted laws. Through a number of initiatives and projects (implemented mostly by MLI; RPDI; Ukrainian Association of Press Publishers, or UAPP; IMTUU; and IMI), legal aid and advice to journalists became more accessible and more widely used by journalists. Because of these efforts, regional and national journalists learned how to use the newly adopted law on public access of information, understood their rights, and acquired tools to resist pressures from local officials who did not want to provide public information. Local media became more active agenda-setters in their regions and started utilizing the right for information requests (particularly, in the cases of Lviv, Mykolaiv, Rivno, and other regional partners). A number of Lviv media outlets regularly use LPC's information requests to prepare their own news coverage.²³ As a result, in Lviv the percentage of responses to journalists' requests grew significantly due to journalists' persistence in utilizing the right for public access to information:

“Before April 5, 2012, journalists and the public were refused responses to informational requests 90% of the time despite the law on access to public information that assumed 5-day terms for response. After LPC watchdog activities, the LRSA [Lviv Regional State Administration] and Lviv City Council started to respond properly; if the response required more time for processing, requestors received notification about estimated timing and cost.”²⁴

Finding 5.1.3. Media literacy was advanced through a pilot media literacy program that was developed and implemented in some regions in Ukraine. One U-Media

²² For more information, please visit

http://en.censor.net.ua/news/346203/10000_officials_listed_in_corruptionists_registry_pm_yatseniuk_says

²³ See, for instance, examples from the portal Lvivsky Portal, portal.lviv.ua

(<http://portal.lviv.ua/news/2013/07/24/184225>) or from the Nashi Groshi, Lviv online outlet

(<http://lviv.nashigroshi.org/2013/07/18/popry-velykyj-shtat-piarnykiv-v-miskradi-lviv-promuyut-fizosoby-pidpryjemtsi/>).

²⁴ Internews. 2013. *Ukraine Media Project Annual Report: 2012–2013*. p. 91

partner, AUP, has been at the center of promoting media literacy programs among schoolchildren and schoolteachers during the entire evaluation period. AUP conducted multiple trainings in the regions and tested its media literacy program, which has been especially developed for Ukraine. The goal of the course was to contribute to raising awareness about media literacy, particularly among young audiences in the regions. Due to Internews's efforts and AUP's activities, a curriculum for a pilot media literacy course was developed and approved in 2013. Currently, a new and improved curriculum is under review by the Ministry of Education. Efforts of practical implementation of the media literacy programs were externally validated and recognized by media experts and independent researchers.²⁵

Finding 5.1.4. Overall, the quality and quantity of independent journalists and media, as well as media activists, increased in the evaluation period, which influenced the overall media context in Ukraine. Several experts and grantees pointed out that by improving the content of journalism, the overall landscape improved between 2011 and 2015, despite the political changes and challenges Ukraine faced in the East and in Crimea. One media expert noted that many of the media activists and leaders were nurtured by the U-Media projects.

“Now, different journalists start speaking the same language—the language of journalism standards.” (an emerging partner)

U-Media's support for improved content in media in the war-torn and annexed regions also had the effect of contributing favorably to the media context and strengthening independent media and freedom of speech in Ukraine.

Finding 5.2. Stakeholders perceived U-Media–supported innovative media projects and efforts to promote investigative journalism to have increased the variety of news sources and improved news quality in Ukraine (Objective II).

Finding 5.2.1. Hromadske.TV, Hromadske Radio, and regional centers for investigative reporting (all with strong online presences) were among the innovative media projects supported by U-Media, which promoted quality and variety of news. Interviews and survey data show that opinion makers and influential individuals pay attention to what these media cover. Many interviewees concluded the increased quality of independent media in Ukraine that arose from the U-Media programming contributed to the increased attention to the media from government officials and experts. One interviewee noted the following:

“The whole school of TV in Ukraine was provided by Internews in the early '90s. All newsmen [sic] out there have gone through U-Media–sponsored trainings, many took over the standards and became examples of independent media in Ukraine. Internews is a large hub that attracts

²⁵ Fedorov, A. V. (2012). “Russia and Ukraine: Media literacy education approaches.” *European Researcher*, 30 (9–3), pp. 1566–1578.

and promotes standards, and it is difficult to say what exactly has changed in the past three years, but basically it is the synthesis of the different projects that really makes a difference in terms of the quality of news. Watchdogs like IMI and Telekritika, and other organizations—we all contributed to the increased professionalization [and quality of news content]. The infrastructure now exists, but new times [political, etc.] may call for new changes.” (a media expert)

Finding 5.2.2. More comprehensive, pronounced development of investigative journalism at the regional level and media monitoring deliver concrete results.

Grantees reported increased awareness about journalists’ investigations, more feedback from their audiences, and, in some cases, increased responsiveness of the authorities to investigated cases. For instance, locally focused media attracted bigger audiences compared to previous years. The U-Media Annual Report for Oct 2011–Sep 2012 noted that a discussion of monitoring reports reportedly reduced the amount of hidden political advertising in Crimea. The report states that two Crimean newspapers, *Golos Kryma* and *Krymskaya Pravda*, paid attention to distinguishing advertisements from regular reporting.²⁶ This trend was confirmed by other institutional and emerging regional partners:

“Before the monitoring, editors used to say that they did not care what we write. Now, they show us that they do care: they ask why you ranked us that way? We are trying to improve.” (interview with a representative of an emerging regional partner)

As noted above, interviews with government officials confirmed that the continuous monitoring and oversight of the media as well as government action help to keep those in power in check:

“Many government officials start their day with reading Telekritika. Everyone in the government is curious if she or he got in trouble under a watchful eye of Telekritika. Officials respond to critique of Telekritika. [Telekritika is, perhaps,] the most certain way to find out who in the government overuses the power and who needs to pay more attention to the media.” (interview with a government official)

Local journalists were successful in utilizing the new law on access to public information with the help of U-Media and its partners to obtain information and improve the content of journalism. For example, a rector of the local State University in Chernovtsy refused to provide information about his income to a local journalist, Nadezhda Babinska. In March 2015, the journalist filed a lawsuit against the rector, and the court ordered the rector to provide

²⁶ Internews. 2012. Ukraine Media Project Annual Report: 2011-2012.

documentation.²⁷ A journalist from Rivne won another court case against local officials who did not want to provide their income declarations.

Another prominent case was brought to light by Valentina Samar, a regional journalist with IPC in Crimea, who conducted an investigative reporting in Crimea in 2012–2013 in which she was set out to determine the true owners of the vast seaside land in Crimea, which had previously belonged to a municipal health sanatorium for children with tuberculosis. She discovered that the land now belongs to Viktor Medvedchuk, who has connections to Russian president Vladimir Putin, and that he illegally built a large residence on the land.²⁸ The lawsuit against Medvedchuk was filed and went to the European court for Human Rights. However, because of the annexation of Crimea the dispute ended, and the land still belongs to Medvedchuk.²⁹

QUESTION 5 CONCLUSIONS

Conclusion 5.1. Among the most prominent changes in the media context (Objective I) perceived to be influenced by the work of U-Media and its partner organizations, interviewees identified:

- An ability to engage in open and public discussions about freedom of speech, major Ukrainian CSOs, leaders, influential individuals, opinion leaders, and media professionals, despite the challenging and constantly changing political, economic, and societal environment.
- Media reforms adopted in 2012 and 2015 were believed to be a result of continuous efforts by U-Media and its partner organizations in pursuit of a more favorable media context.
- An implemented pilot media literacy program supported by U-Media was perceived as a success.
- The increased quality and quantity of independent media and journalists in Ukraine in the evaluation period, 2011–2015, were perceived as influential factors for promoting freedom of speech and increasing media independence in the country.

[supported by Findings 5.1.1, 5.1.2, 5.1.3, and 5.1.4]

Conclusion 5.2. Among the most prominent changes in the media content (Objective II) that interviewees perceived to be a result, in whole or in part, of the work of U-Media and its partner organizations, the following issues were identified:

- Several innovative media projects, which promoted quality news content, were

²⁷ For more information, please visit <http://bukinfo.demo.cv.ua/show/news?lid=57168&start=0>

²⁸ For more information, please visit http://en.censor.net.ua/news/346203/10000_officials_listed_in_corruptionists_registry_pm_yatseniuk_says

²⁹ For more information, please visit <http://www.politnavigator.net/ukrainskijj-oligarkh-medvedchuk-kotorogo-obvinyali-v-zakhvate-plyazha-v-alupke-sokhranil-sobstvennost-v-krymu.html>

supported by U-Media and its partners, before, during, and after the most challenging times in the recent history of Ukraine (November 2013 through March 2014, the annexation of Crimea; and April 2014, the start of the Donbass war);

- More comprehensive development of investigative journalism in the regions delivered concrete results in terms of demonstrated quality and quantity of the news content.

[supported by Findings 5.2.1 and 5.2.2]

QUESTION 5 RECOMMENDATIONS

Please see the recommendations in EQ6 for the next cycle of the project.

Question 6: Based on the evaluation findings, what recommendations can be made for future programming?

QUESTION 6 FINDINGS

Findings for EQ6 are based on the data gathered and analyzed through the document review, online survey, individual and group interviews with various U-Media stakeholders, and case studies. Additional analysis of scholarly and industry-specific published research ensure that the findings, conclusions, and recommendations that the team has provided in the report are externally valid.

Finding 6.1. Stakeholders' recommendations I (recommendations from the survey).

The first set of recommendations for future funding was identified during the initial meetings with representatives from USAID, who identified six ideas for potential future U-Media programming. To compare these recommendations against recommendations of stakeholders, the team included this initial list of recommendations in the online survey. The survey posed a question: "How you think U-Media should prioritize its funding in the future?" and asked participants to weight their responses. Respondents had 10 points they could distribute among the options or they could assign all 10 points to just one option. A seventh option ("Other") provided an opportunity for respondents to identify an additional area of funding and assign weight to the area. Table 3 provides an overview of results and includes the total points each area of funding has received. (The maximum allowed total number of points for the most prioritized area of funding could be 591, with $n=39$).

Table 3. Survey Results on the Priorities for Funding of U-Media Projects in the Future

Funding Priority	Total Points	Final Ranking (Priority)
6.1.1 Support and promote freedom of speech and media independence	133	1
6.1.2 Attempt to influence the policy and laws affecting the media	110	2
6.1.3 Improve news quality	95	3
6.1.4 Improve the organizational capacity of Ukrainian media CSOs	92	4
6.1.5 Increase the variety of news sources	76	5
6.1.6 Improving the capacity of news agencies/media	53	6
Other (please specify)	32	7

The results indicate that survey participants identified “Support and promote freedom of speech and media independence” as the top priority for future funding, and “Improving the capacity of news agencies/media” as the last priority for future funding (which may require assistance in building capacity), among the default options. Survey respondents identified (by writing answers in the “Other” option) other areas to which U-Media should prioritize funding in the future. (See Table 4.)

Table 4. Other Future Funding Priorities, Identified Through Online Survey

“Other” Funding Priority (Written In)	Times Mentioned	Total Points	Final Ranking (Among “Other”)
6.1.7 Media literacy	4	13	1
6.1.8 Support of regional online media	3	13	1
6.1.9 Support of media dislocated from Crimea and support of media in the Donbass and other war-torn areas	2	6	2
6.1.10 Media management	2	5	3
6.1.11 Increasing level of professionalism and quality of journalists	2	4	4
6.1.12 Strengthening organizations that defend the interests of the industry	1	1	5

Based on the triangulated data from the interviews, case studies, and surveys, one respondent’s comment particularly articulated the need to support these activities:

“Now, the most important thing is to increase professional media management (editorial management and organization), and especially in the local media. It is much more important than to maintain the diversity of sources, because who needs a lot of low-quality sources? The second place [in my ranking] is a substantial improvement of the quality of journalism (not just news; it is equally important to improve the quality of reporters as well as analysts). The third priority is strengthening organizations that defend the interests of the [media] industry. These organizations greatly help the media (especially local media) to defend their interests, strive to enforce laws to fight with harmful initiatives, etc.”

Some survey responses showed the complexity of the situation that journalists and editors, who were dislocated from Crimea and the Eastern parts of Ukraine, face today. These survey respondents noted that they felt that these individuals needed additional support in order to reconstruct their lives after leaving the region.

“It is very important to support journalists and editors affected by the annexation of the Crimea and military conflict in the Donbass.”

Finding 6.2. Stakeholders’ recommendations II (recommendations from interviews).

The following recommendations, in no particular order, emerged as most commonly suggested priorities for future funding through interviews with U-Media stakeholders (institutional, core, and emerging partners; previous grantees and non-grantees; USAID representatives; and government representatives) and other key informants (other Western donors and media, educational, communication, and political experts).

Finding 6.2.1. Support of regional media investigative journalism. The vast majority of partners, donors, and experts agreed that support for regional investigative journalism must continue. Some emerging partners said that grants are *“the only way for us to do investigative journalism in our region.”* However, several experts and donors also voiced concerns regarding the long-term development of donor-supported media. One expert suggested that a sustainable capacity building plan needs to be created for these media groups:

“We need to create one, exemplary media that does not depend on oligarchs and on the government and makes its own money, like Ukrainska Pravda.”³⁰

Finding 6.2.2. Media literacy. Several stakeholders pointed out the importance of support to media literacy programs. They indicated that Ukrainian citizens, particularly in the regions close to Russia, need to learn how to recognize quality news and distinguish between propaganda and journalism. Some grantees pointed out that, in the current political situation,

³⁰ *Ukrainska Pravda* is an independent multimedia outlet that started as a U-Media–sponsored project and became financially independent overtime.

it is essential to educate citizens about media ownership (who owns which media channels in Ukraine) and to demonstrate how media owners may influence news coverage. While U-Media grantees have played a key role in these activities so far, continued support is needed. Media literacy programs can help recognize quality news and provide tools to resist propaganda. For example, one interviewee mentioned project “Stop Fake,” created by the Journalism School at the Kyiv Mohyla Academy, as a good example of involving citizens in such resistance.³¹ Although this project is not supported by U-Media in the current cycle, this is an important example of how media literacy can help “to build a bridge between media and people and raises a level of citizens and the quality of media materials,” as one participant pointed out.

Finding 6.2.3. Continuous legal support to independent media, particularly to journalists in the regions. Grantees and media experts agreed that two legal support programs should continue and include: 1) continuous legal trainings for journalists on how to effectively request access to public information and 2) legal support for journalists who a) bring suits against public officials to gain access to public information and b) are sued by public officials for their investigative reporting.

“Legal support and legal education of journalists must continue so that high-level professionals can represent journalists in courts.”

Finding 6.2.4. Media monitoring and market research. Almost all types of stakeholders (with the exception of donors) agreed that media monitoring programs should continue. However, media experts and emerging partners also indicated that, in addition, media market research and ranking would help the media develop as a business:

“Maybe it is possible to create some sharable market research for independent media that would be publicly available?” (an emerging partner)

“Media measurement is [essential] to understand the level of independence of the media and a tool for economic development.” (a media expert)

Finding 6.2.5. Media education: Long-term, strategic curriculum development for journalism programs across the country, short-term advanced trainings, and network-driven continuing education for practicing professionals. When asked about their needs in terms of trainings, journalists said they were very much interested in new instruments for engaging different audiences. One participant also voiced concern about the lack of advanced-level trainings. She noted that while she occasionally attends trainings/presentations on social media and content promotion in social media, those trainings are quite basic and she would prefer more advanced ones. A donor agreed that journalism education in Ukraine needs “a lot of help and support and needs to be changed, from the ground up.”

³¹ For more information, please visit <http://www.stopfake.org/en/news/>

“Everyone can be a creator of news today. Because of that, media literacy is essential as it is necessary for people to understand who provides quality information and who does not.” (an institutional partner)

Other media and education experts agreed, noting that both long-term education and shorter-term programs are needed in order to help journalists achieve their full potential. One expert cited the Digital Future of Journalism at the Mohyla Academy School of Journalism program that was sponsored by Akhmetov and suggested more programs like this one are needed.³²

Multiple grantees and experts (at least ten) criticized the current status of training programs and offered solutions, such as ensuring that programming is coordinated through leading journalism schools and providing follow-up with participants after they leave the programs. Others argued that trainings must be outcome-based and must have a standardized system for evaluation, as no way exists right now to compare effectiveness of trainings provided by different organizations:

“Right now these [training programs] are a bureaucracy game. To any inquiry about a training, one can offer a perfectly polished report, but it is hard to double-check and verify the number of hours spent or people trained, how these hours were spent, whether quality content was shared, and whether trainees found this content useful. There is no clear mechanism right now to identify whether a certain training was effective, useful or not.”

Finding 6.2.6. Specific professional training that results in production of a complete, packaged multimedia product, with determined and confirmed channels for distribution. Several grantees agreed that specific professional trainings must continue. However, media and education experts expressed concern over the success and long-term effectiveness of such trainings. Some proposed that all U-Media–sponsored trainings should be clearly and constantly coordinated among all grantees and donors to avoid duplication and to improve benefit. Additionally, they suggested that every professional short-term training should result “in specific content production.” Finally, experts suggested that either grantee or U-Media representatives follow up with trained journalists to ensure that they utilize the skills and knowledge they received through training. One expert recommended conducting the following:

“...a content analysis of materials written by journalists who participated in such training, six months or so after the training to ensure the effectiveness and long-term effects of training.”

Another media expert suggested organizing the following:

³² This program brought leading news reporters and journalism experts to Ukraine to provide lectures and Master classes. The program was a seven-month program, with a working internship in newsrooms in Europe and the US.

“...open competitions, much like pitching that advertising agencies do to win new business to ask new and renewing grantees to present their new bright content ideas in short, clear format, with pre-identified channels for distribution of that content.”

Finding 6.2.7. Media management. Stakeholders identified media management as one of the most important areas for improvement among independent media as well as among regional media that used to belong to the local government and that will soon undergo restructuring. One core partner suggested that media that used to be owned by municipal governments will now need to have systematic trainings on how to change the ownership and how to run media business according to ethical and professional standards. Several interviewees noted the need for comprehensive media management training for all types of media in Ukraine, but especially new and relatively independent media in Kyiv and in the regions:

“Currently, programs of how to manage media do not exist, at all. This is unacceptable. There must be systematic programs in higher education to prepare quality media managers.”

Development of media management education at the graduate level (professional master’s degree) and/or as a continuing education program can be central to media improvement and further development.

Finding 6.2.8. Privatization (роздержавлення in Ukrainian) of state media through restructuring and re-conceptualizing the newly created public broadcasting. Interviewees did not seem to have clear, ready-made solutions to the problem as they recognized a number of challenges that the First National Channel is currently facing. Several experts and grantees agreed that only a radical way of dealing with this problem would deliver the desired result. *“Destroy completely and, on the place of its rubble build something new,”* said one media expert. *“The current municipally owned media in the regions will have to be completely restructured to have a chance of becoming a part of a truly public broadcaster,”* stated a core partner.

A few interviewees proposed creating grants to support a newly created broadcaster. However, some others said that it may not necessarily be useful to provide grants that buy high-quality equipment for the First National Channel. Others pointed out that some European donors are close to finalizing the grants to buy equipment for the First National Channel, but that other European donors have already given substantial grants to Hromadske.TV to buy similar, if not the same, high-quality equipment. A few suggested that Hromadske.TV may have benefited from its success during Maidan and that many European donors mistakenly think that Hromadske.TV is a true public broadcaster in Ukraine (in fact, the Ukrainian word *hromadske* translates as “public”), not the First National Channel. Hromadske.TV might be public TV in perception, based on its success during Euromaidan, but it is not legally a public broadcaster. The law that established the public broadcasting media in Ukraine specifically stated that there must be a restructuring of the all-Ukrainian media conglomerate (which was previously owned by the government and includes a large, centrally located and locally connected network of TV and radio channels and print media).

Many interviews, especially donors, wanted to see these two organizations becoming one. However, at the moment, these organizations do not seem to have a clear plan for collaboration, much less for a merger. Hromadske.TV has a rather limited audience and small outreach but a solid team of first-class journalists who can produce high-quality content, according to participants. The First National Channel (the official public broadcasting channel, which was established by law in April 2015) has a huge potential simply because of its legacy distribution network and outreach. It should be noted that the First National Channel is missing credibility and suffers a past reputation problem (as it used to be the channel for Yanukovych's government). Some experts believe that this channel is still perceived as being a powerful way for the government to communicate with the Ukrainian people. These experts worry that this perception may become a reality. This concern is especially salient when government officials and other leaders start conversations about how to communicate the importance of legal reforms to the Ukrainian people. One interviewee said that the First National Channel should take a leading role in educating people about these reforms. Others warn that by doing so, the First National Channel can further discredit itself and confirm its perception as a mouthpiece of the government.

Experts recommended considering carefully how to proceed with the restructuring process. Then, a public communication campaign across the country to promote the newly restructured First National Channel, positioning it as a true public broadcaster (similar to BBC in the UK or ARD in Germany), will be needed.

Finding 6.2.9. Self-regulation efforts to achieve comprehensive, continuous support and enforcement of ethical and professional journalistic standards. Stakeholders, including donors, continued to see self-regulation as an important area of improvement and attention for future funding. One donor remarked that the foundation for this has already been laid, but that a new, self-regulating body is needed in order to increase ethics. An overall support of comprehensive journalism education reform can help to further promote these efforts.

Finding 6.2.10. Support of the production of high-quality content through identifying new, young journalists and through open-door competitions that feature pitching of interesting ideas to donors together with presentation of ways to distribute the content among multiple platforms. Emerging partners as well as media and education experts agreed that today many young Ukrainians, especially in the regions, are eager to engage in public discussions and consider news production. Many education-based training programs, based on the existing journalism schools in Kyiv and Lviv, have already been successful. The goal for the next U-Media cycle is to find a way to identify new great journalists who are eager to enter the profession and who are ready to learn and follow professional standards and then energize these young professionals. One story of a young female journalist from a regional media is particularly striking as it illustrates the quality and depth of young professionals:

“I started my career as a journalist last year, when I attended a short summer journalism course at a local university. I graduated with a diploma in programming but got excited about journalism and got a job as a reporter. I only could work for two weeks at that local media because I was

asked every day to write about something or someone who paid to appear in the news. This is not what I learned. I was so excited to find this independent media because this was the only place in our town that did not engage in jeans. I am so fortunate that I can participate in all these [U-Media–sponsored] trainings! I find investigative reporting fascinating, and I want to learn more and to continue improving as a journalist.”

These young professionals can thrive across the country if open-door, regional small grants would be available to them to create very specific news projects, small news start-ups, and other innovative ways of producing and disseminating the content.

Finding 6.2.11. Regional and national strategic communication campaigns to promote awareness about independent media development, media literacy, and media education projects. One media expert pointed out that “production of content that aims to fight corruption, unite the country, promote ideas of European integration, and new law reforms is necessary,” but that it is “naive” to assume that journalists would simply start writing about these topics. Such values need to be presented by “strategic communication experts who work for various entities that desire to promote change. The work of journalists then would be to collaborate with these public communication experts,” but these experts must “initiate the contact, establish and maintain relations with journalists, and provide journalists with information about the ongoing reforms.” In other words, as another expert put it, “the educational function must be in the hands of the entities that are interested in promoting the nation’s priorities, and journalists will do their job by covering this process.”

Table 5. Recommendations by U-Media Stakeholders

Finding: Recommendation from Interviews	Stakeholders Who Mentioned	Total Interview Mentions
6.2.1 Support of regional media Investigative journalism	Emerging, core, and institutional partners; media experts; political figures; government representatives; donors; non-grantees; education experts	18
6.2.2 Media literacy, communication campaigns to promote media literacy	Emerging, core, and institutional partners; media experts; government representatives; education experts	20
6.2.3 Continuous legal support to independent media, particularly to journalists in the regions	Emerging, core, and institutional partners; media experts; political and education experts	23
6.2.4 Media monitoring	Emerging, core, and institutional partners; media experts; government representatives; education experts	19

6.2.5 Media education: long-term, strategic curriculum development for journalism programs across the country, short-term advanced trainings, and network-driven continuing education for practicing professionals	Emerging, core, and institutional partners; donors; government representatives; media, education, and communication experts	12
6.2.6 Specific professional training that results in production of packaged multimedia product with defined means of distribution	Emerging and core partners; media, education, and communication experts	10
6.2.7 Media management	Emerging, core, and institutional partners; political, media, education, and communication experts	12
6.2.8 Privatization of state media	Emerging, core, and institutional partners; donors; government representatives; media, education, and communication experts	15
6.2.9 Self-regulation of profession	Emerging, core, and institutional partners; donors; media and education experts; government representatives	15
6.2.10 Support of production of high-quality content through identifying new, young journalists and through open-door competitions	Emerging partners; donors; media, education, and communication experts	14
6.2.11 Strategic communication campaigns to promote awareness about U-Media projects	Donors; media, education, and communication experts	8

The team was not surprised to hear that all grantees recommended continuing support for their own activities. Grantees cited their own areas of focus and expertise, demonstrating the lack of knowledge or desire to support ideas of competitors. For instance, one particular representative of an institutional partner emphasized the importance of media monitoring; however, when he provided recommendations, he only recommended activities that his organization had completed in the evaluated period.

Finding 6.3. The best way to conquer propaganda is to continue the production and support of quality journalism and to pursue freedom of speech and media independence. At the initial meeting with the client, the team was asked to collect data to provide recommendations on how, if possible, the U-Media project can aid in resisting the propaganda efforts of neighboring Russia. The current levels, scope, and reach of propaganda are worrisome. The team asked all interviewees to provide recommendations and suggestions on how to counteract propaganda and what activities can be undertaken to minimize the effects of

propaganda. All but two interviewees agreed that the best way to counteract propaganda is to continue the support of a truly independent, fact-based, quality media, which produces professional, balanced, audience-oriented, and society-focused content. All interviewees also agreed that the way to counteract propaganda is to proactively engage citizens in media literacy.

A special project started by the students and faculty at the Journalism School at the Kyiv Mohyla Academy, “Stop Fake,” was used as an example by two interviewees.³³ U-Media’s continuous support of freedom of speech and the development of independent media was identified as a good way to withstand propaganda. As one core partner put it, “*We cannot be the same as propagandists. If we want to do journalism, we must stick to its standards. Developing the standards and writing true, fact-based stories is our best weapon against propaganda.*” Another core partner noticed that “skepticism in society is very high” and understanding “how to build the dialogue” with Ukrainian citizens who do not know which media to trust anymore “is a big question.”

One media expert encouraged donors to organize more discussions about the nature of Russian propaganda and to expose fact manipulation. He used an example of a recent discussion with Peter Pomerantsev, a British analyst and the author of the book *Nothing Is True and Everything Is Possible*, recently translated into Ukrainian.³⁴

Perhaps the most vivid statement of how Ukrainian journalists and citizens can and should resist Russian propaganda comes from Mykyta Volod, a young manager at the U-Media institutional partner International Association of Broadcasters:³⁵

“Propaganda should be beaten by facts and truth. Sooner or later, propaganda loses a piece of its indisputable shield... because a simple fact chips this shield. At the end, this propaganda machine is disarmed by the bombarding facts. Like small bombardiers in the Star Wars saga, who were shooting this behemoth, the Death Star, the journalists should become these small bombardiers shooting the Imperial machine of propaganda.”

QUESTION 6 RECOMMENDATIONS

The following recommendations were created based on the analysis of the findings above and after additional consultations with various U-Media stakeholders, including USAID representatives. These recommendations are based on recommendations identified throughout the evaluation process via the online survey (Findings under 6.1) and interviews (Findings under 6.2). The recommendations below also draw on the team’s analysis of evaluation report findings

³³ Stop Fake is the project that invites young journalists as well as citizens to look for factual errors in the media (particularly, Russian media) and report the errors to project managers. After the errors have been reported, project managers fact-check stories and publish findings on the website (<http://www.stopfake.org/en/news/>). Any factual errors or fake stories are featured alongside analysis and explanation of findings.

³⁴ In this book Pomerantsev analyzes methods of Russian propaganda toward Ukraine. The discussion was organized by the International Association of Broadcasters as part of the Media Week Forum and gathered about 100 young journalists and citizens.

³⁵ Mykyta Volod gave the team permission to use his name to indicate the author of this direct quotation.

more broadly, and some recommendations have been developed based on discussions with USAID representatives following the debrief meeting.

Overall, the team recommends that the U-Media project continue past 2016, into the next cycle. However, several critical adjustments to the program must be made.

Recommendation 6.1. Concentrate funding efforts around these strategically important media activities that should be well coordinated and outcome-based:

Recommendation 6.1.1. Expand support of regional media and their news-based programs with organizational support for equipment, specialized training, and capacity building of staff. Pay special attention to identifying new and existing effective independent multi-media hubs in regions located near the occupied or war-torn territories of Ukraine. [supported by Findings 6.1.8, 6.1.9, and 6.2.1]

Recommendation 6.1.2. Promote media literacy, particularly among young citizens in the Eastern, Southern, and Central regions of the country. Any media literacy program should be outcome-based, coordinated, and should seek formal approval by the Ministry of Education of Ukraine. Ideally, media literacy programs would be developed and run by the institutes of higher education, leading journalism schools and teacher education departments, with coordinating help from NGOs. [supported by Findings 6.1.7, 6.2.2, and 6.2.5]

Recommendation 6.1.3. Comprehensive reform of journalism education. Although multiple efforts to support journalism education have been previously pursued by various donors, U-Media should seek to support efforts to reform higher education curriculum development, trainings for professors, exchange programs, and linking with professional working media in selected educational hubs/universities (two in Kyiv, two in Lviv, and one each in Zaporizhyya, Odesa, Dnipropetrovsk, and Kharkiv), perhaps in continuing cooperation with other Western donors. The benefit of involving the U-Media project as a donor in pursuing this goal is in its vast outreach and influence as well as its comprehensive dedication to its primary goal “to promote the development of a free, vibrant, and professional media sector that provides a wide range of useful news and information, serves as a watchdog to the public interest, and defends freedom of speech.”³⁶ The results of this evaluation and previous media research³⁷ showed that a comprehensive journalism education is at the core of achieving this goal. [supported by Findings 6.1.11 and 6.2.5]

³⁶ See p. 19 of Program Description from Cooperative Agreement.

³⁷ Tsetsura, K. (2012). *Media Map Project. Ukraine: Case study of donor support to independent media 1990–2010*. Commissioned research report prepared for the Internews Network, USA and the World Bank, sponsored by the Bill and Melinda Gates Foundation and the World Bank. Available at <http://www.mediamapresource.org/wp-content/uploads/2011/04/Ukraine.pdf>

Recommendation 6.1.4. Pursue the development of media management education in Ukraine by:

- Encouraging and supporting creation of a degree-based (professional master’s degree or graduate certificate) program in media management for young media professionals and entrepreneurs at the leading journalism schools across the country.
- Encouraging and supporting the creation of credential-based continuing education program in media management for practicing/full-time journalists and managers.
- Developing a comprehensive plan for collaborating with the leading journalism schools across Ukraine and the leading journalism schools in Europe and the US that offer undergraduate and graduate education in media management.
- Collaborating with the Ministry of Education to endorse a graduate program in media management.

[supported by Findings 6.1.10 and 6.2.7]

Recommendation 6.1.5. Provide advanced, specific trainings for practicing journalists in the regions, which should result in packaged multimedia products with determined channels for distribution. U-Media should create a clear strategic plan for attracting the best journalistic talent from across the country to present and produce new, unique, regionally based quality content. The team agrees with experts who have said that such open-door contests will attract new, young journalists and bring fresh ideas to the U-Media project. One way to organize such open-door competition is by following a Startup Weekend³⁸ or hackathon³⁹ model.

The model can be tailored to create a Ukrainian Media Idea Incubator (UMII, pronounced “U-mee”).⁴⁰ Preferably, such UMIIs will be mostly conducted in the regional city centers, not in Kyiv, and will utilize the resources and collaborate with leading journalism schools across the country. This will ideally energize the young generation of journalists and provide them

³⁸ “Startup Weekends are weekend-long, hands-on experiences where entrepreneurs and aspiring entrepreneurs can find out if startup ideas are viable” (Startup Weekend official website, 2015). For more information, please visit www.startupweekend.org

³⁹ For more information, please visit: http://www.nytimes.com/2015/04/12/education/edlife/the-hackathon-fast-track-from-campus-to-silicon-valley.html?_r=0

⁴⁰ The UMII would gather up to 100 participants in one place who will first pitch their ideas to all participants in 30-second increments. Then, all participants will vote on the top 5 or so ideas to pursue over the weekend, with all participants self-selecting to work on one of these five teams (idea authors will be leaders of each team). The five teams complete the project and produce a business plan for sustainability of the project over the course of a weekend. Then the final plans are presented in front of a team of experts who select one or two winners to move forward to receive U-Media consideration to sponsor the project. To make UMII successful, the organizer will need to complete preparatory work and secure volunteer experts to help participants with various aspects of production, distribution, technical and business aspects, and, of course, with a journalistic aspect to the project, which should be clearly based on journalistic ethical and professional standards. The winning projects can then be pitched to donors as part of the open-door grant competitions. Of course, other finalists also can and should be encouraged to submit grant proposals through open-door competitions.

opportunities to engage in quality news content production and distribution, with the help of new online media platforms.

Unique, startup student media projects may already exist, so U-Media and its partners can engage in identifying and systematically monitoring new media online projects in beta versions. Finally, U-Media should consider conducting a high number of open-door competitions through a pitch-like system that delivers, at the inception stage, an example of a product and a solid distribution plan, with a clearly identified audience. [supported by Findings 6.1.8, 6.1.11, 6.2.1, 6.2.5, 6.2.6, and 6.2.10]

Recommendation 6.1.6. Evaluate activities and measure projects on outcome-based, value-driven results. [supported by Finding 6.2.8 and based on Conclusion 4.1]

Recommendation 6.2. Minimize the funding for the following areas:

Recommendation 6.2.1: To encourage sustainability, U-Media should outline a plan for the gradual reduction of overhead support to organizations (particularly long-time institutional and core partners) and continue working with partners to promote diversification of their funding sources and a decrease in reliance on one donor.

Recommendation 6.2.2. Short-term, basic entry-level trainings conducted by multiple grantees without a clear understanding of how these programs contribute to building a larger network of professional journalists across the country.

Recommendations 6.2.3. Programs aimed at improving the organizational capacity of Ukrainian media CSOs, many of which have been around for more than 20 years. Most of these are now self-sustaining, strong organizations, thanks to the effectiveness of continuous efforts of previous cycles of U-Media projects. The success of the programs that helped media-related NGOs in Ukraine to build capacity is clear. The next cycle of the U-Media project should pay more attention to supporting actual media and other types of entities, such as media and journalist networks.

Recommendation 6.3. Develop comprehensive, proactive, strategic, goal-oriented communication and programming plans that would guide future selection of programming and the approaches in the aforementioned selected areas of support (Recommendation 6.1.). These strategic communication plans should propose and implement campaigns that would clearly communicate the goals of the U-Media project for the complete cycle period as well as on an annual basis. Investigate the possibility of creating a strategic communications office that would deal with promoting the activities or U-Media among its partners, grantees, other key stakeholders, media, and the public at large. [supported by Findings 1.2.3, 1.4.5, and 6.2.11 and based on Conclusions 1.2. and 1.3]

Recommendation 6.4. The most prominent national media-related NGOs (institutional and core partners) should continue their major activities and should be

allowed to participate in activity-based grants. However, U-Media and its implementer must find effective ways to encourage institutional and core partners to collaborate with one another by continuous and constant exchange of information about current activities and future action plans and by supporting joint projects in critical areas.

Recommendation 6.4.1. Media monitoring. U-Media should consider creating a call for joint proposals to collaboratively monitor media using qualitative and quantitative methodologies.

Recommendation 6.4.2. Advanced regional trainings. Consider creating a call for collaborative proposals to conduct a series of advanced and specialized online media and investigative reporting trainings to young journalists across the country with the involvement of leading journalism schools in each geographical area of Ukraine (North, South, East, West, and Center).

Recommendation 6.4.3. Self-regulation of the industry. Proposals and initiatives to engage in discussions about self-regulation of journalistic professional and ethical standards.

Recommendation 6.4.4. Legislative work. Collaborative proposals to promote media literacy across the county and to pursue media analysis of ongoing legal reform in Ukraine. [supported by Findings and based on Recommendations 1.2 and 1.3]

Recommendation 6.5. While the Ukrainian media should strive to cover reform process underway in Ukraine and continue to educate the citizenry about these processes, the independent media and U-Media supported initiatives should be careful to avoid any potential perception that it is a mouthpiece for the government. Media in Ukraine have long suffered a bad reputation of being a mouthpiece to the government (this was particularly the case for the First National Channel in the past) or to the oligarchs (e.g., Channel 5, 2+2INTER, I+I, Ukraina). As such, it is crucial to protect the independent editorial decision-making process in the turbulent times.

Recommendation 6.6. Consider creating a collaborative network between donors and grantees for information and ideas exchange, as well as for the ongoing communication among all grantees and all donors. [based on Conclusions 1.2. and 1.4]

Recommendation 6.7. Support open expert virtual platforms, where media and education experts from Ukraine, Europe, and the US can conduct virtual discussions, answer questions, and offer workshops and master classes to all practicing and aspiring journalists, particularly regions of Ukraine outside Kyiv. If Internet connection speed does not allow for live interactions, consider recording master classes and organizing recorded online trainings and sessions. [supported by Findings 6.1.8, 6.1.12, 6.2.5, and 6.2.6]

Recommendation 6.8. Support the production and distribution of publicly available data on ratings, monitoring, readership, and other market-driven characteristics of independent media rather than top oligarch media.⁴¹ [supported by Finding 5.2.2]

⁴¹ This market research and monitoring can be used in multiple ways: to attract advertisers, to systematically compare various independent media, to compare independent media with other media in Ukraine, and to demonstrate the development of Ukrainian media market.

ANNEXES

ANNEX I: EVALUATION STATEMENT OF WORK

I. Introduction

This is a Statement of Work (SOW) for a final performance evaluation of the Ukraine Media Project, also commonly known as U-Media, implemented by Internews (<http://internews.org/where-we-work/eurasia/ukraine>) under the Cooperative Agreement #121-A-11-00002 from October 1, 2011, through September 30, 2016. USAID contribution level is \$15,850,000. Award is administered by the Office of Democracy and Governance (ODG) of USAID Regional Mission to Ukraine, Moldova, and Belarus (Mission). Agreement Officer's Representative (AOR) is Ms. Victoria Marchenko; Alternate AOR (A/AOR) is Mr. Dan Ryan. A/AOR predecessor was Ms. Dawn Carmin (A/AOR in 2011–2014).

II. Evaluation Purpose

U-Media evaluation purpose is 1) to assess the relevance and effectiveness of selected U-Media activities (Objectives I and II below) intended to promote freedom of speech and media independence, increase the variety of news sources, and improve news quality; and 2) to discuss approaches for potential follow-on programming.

The Mission will use evaluation findings, conclusions, and recommendations to reassess its role in strengthening the media sector in Ukraine. Other USG stakeholders, including USAID/Washington, U.S. State Department, and U.S. Embassy in Ukraine will gain a better understanding of how well the evaluated activities contribute(d) to media and civil society development in Ukraine.

Internews and their partners will have an opportunity to learn about their strengths and areas for improvement. Other stakeholders, including the Government of Ukraine (GOU) media regulators, national and local media outlets, Ukrainian media civil society organizations (CSOs), as well as international development partners, including the European Commission's (EC) Delegation to Ukraine, Council of Europe, Canadian, Swedish, Danish, and Dutch Embassies, International Renaissance Foundation (IRF), and European Endowment for Democracy (EED), will have an opportunity to learn more on how to benefit from USAID's technical assistance in strengthening the media sector in Ukraine.

III. Background

U-Media (<http://www.umedial.kiev.ua/u-meida-program-description>) was designed to promote the development of a free, vibrant, and professional media sector that provides a wide range of useful news and information, serves as a watchdog in the public interest, and defends freedom of speech. The activity was regarded to be essential in achieving USG foreign policy objectives and USAID's priorities of consolidating Ukraine's democratic advances and helping the country meet Euro-Atlantic standards of good governance, rule of law, and civil society participation. With U-

Media's assistance, a vibrant and socially responsible media sector was expected to support Ukraine's reform efforts by promoting government transparency and bolstering public debate on the country's major issues, developments, and prospects.

The activity was expected to achieve this by focusing on four related objectives:

1. Support and promote freedom of speech and media independence (30% of the total LOE);
2. Increase the variety of news sources and improve news quality (40% of the total LOE);
3. Improve the enabling environment for media and freedom of speech (10% of the total LOE); and
4. Improve organizational capacity of Ukrainian media CSOs (20% of the total LOE).

Please see the attached Program Description for details on the development context, project purpose, objectives, and expected results. U-Media serves as a pass-through entity that provides financial support (grants) to Ukrainian media CSOs to implement activities to achieve the abovementioned objectives.

Internews was expected to assist in the project implementation and monitoring of the performance of CSO sub-grantees. They offered both project-specific and capacity-building assistance to Ukrainian media-supporting institutions.

Local media partners included organizations engaged in watchdog and monitoring functions, media literacy, policy reform and advocacy, intermediary support organizations providing training and other services to media, independent trade unions, industry associations, and other organizations supporting the sector at large. Sub-grants for specific projects to these organizations were complemented by training sessions and technical assistance in building long-term organizational development of sub-grantees, as needed. Grant mechanisms varied depending on the project needs, nature of activities, and other factors and included competitive and non-competitive grants, innovative "open door grants" to worthy projects on a rolling basis, "seed grants" to emerging organizations, as well as operational support to mature media CSOs whose missions met U-Media objectives. The list of U-Media grantees is attached (Attachment I).

It was expected that several strong Ukrainian media organizations, which were considered strategic for the sector, would receive substantial institutional or core support grants and would act as equal partners in the implementation of U-Media activities. U-Media was supposed to grow the Ukrainian partner CSOs toward eventual sustainability, i.e., the ability to more effectively achieve programmatic impact and results, as well as the ability to continually solicit and receive funding from other donors, both domestic and international.

In 2014, in order to respond to evolving needs from the Euromaidan protests and the subsequent political shifts, the Mission twice increased the U-Media budget and amended the program description to include additional programming. The purpose of additional programming was 1) to increase objective information in the media landscape, especially in Eastern and Southern Ukraine, promote more balanced media coverage of political processes, and counter restrictions to press freedoms during key scheduled elections (Modification 4, April 2014); and 2) to increase the

integrity of the early parliamentary elections in October 2014, make political processes more responsive and accountable to the people, and augment U-Media efforts in the East (Modification 5, September 2014).

IV. Scope of Work

The Contractor will 1) assess the relevance and effectiveness of selected U-Media activities under Objectives I and II above intended to promote freedom of speech and media independence, increase the variety of news sources, and improve news quality; and 2) discuss approaches for potential follow-on programming. In particular, the Contractor will answer the following questions (numbers do not reflect the priority):

1. What were the advantages and disadvantages to working with U-Media for various U-Media stakeholders (U-Media grantees and partners, non-assisted CSOs, private-sector organizations, governmental organizations, other donors, etc.) involved in promoting media independence and quality of news in Ukraine?
2. How did U-Media tailor its tools and approaches to satisfy the diverse needs of its partners given the changing environment in Ukraine?
3. Of the tools and approaches that U-Media had at its disposition, which were perceived by U-Media stakeholders to be the most useful for influencing media context under Objective I and media content, such as news and other information, under Objective II and why?
4. Of the practices and behaviors that U-Media promoted, which were adopted and actively used by its partner organizations to influence media context (Objective I) and/or media content (Objective II) in Ukraine?
5. What major changes in the media context under Objective I and media content under Objective II in Ukraine do CSOs and other U-Media stakeholders perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations?

The Contractor will visit key U-Media partners and grantees in Kyiv and other locations in Ukraine as determined by the Contractor in consultations with the Mission. In answering evaluation questions, the evaluation team (ET) should highlight gender-specific approaches promoted by U-Media and practiced by its partners and related outcomes, as appropriate.

The Contractor will ensure that the conduct of the U-Media evaluation is consistent with USAID Automated Directives System, or ADS (Chapters 203 and 578, <http://transition.usaid.gov/policy/ads/>), and USAID's Evaluation Policy (January 2011, <http://www.usaid.gov/evaluation/policy>) requirements and recommendations. For U-Media evaluation purposes, "relevance" is a measure of the ability of a particular U-Media task/intervention being pertinent to U-Media objectives and "effectiveness" is a measure of the ability of a particular U-Media task/intervention to produce a planned effect or result that can be qualitatively measured.

V. Evaluation Design and Methodology

It is anticipated that a mix of evaluation methodological approaches will be required to meet the requirements outlined in the *Scope of Work* section above. Suggested data sources include: a) secondary data/background documents; b) U-Media plans, outputs, and reports; c) relevant GOU legislation and policy documents; d) key informant interviews (KIIs); e) focus group discussions (FGDs); f) survey(s) of activity stakeholders and beneficiaries; and g) direct observations and case study data.

When planning and conducting U-Media evaluation, the ET will make every effort to reflect opinions and suggestions of all key activity stakeholders from the civil society, mass media, private-sector organizations, the host government (where appropriate), other donors, and implementing partners. Emphasis will be on collection of reliable empirical data and/or objectively verifiable evidence, as opposed to anecdotal evidence. Where surveys or interviews are used, appropriate sampling and questioning techniques will be utilized to ensure representative results; where references are made to the data generated by U-Media and/or their partners, they will be complemented by references to independent data sources and any significant data differences must be explained.

Illustrative methodological approaches for each evaluation question are discussed below.

To assess the relevance and effectiveness of U-Media Objectives I and II activities, the ET will 1) review U-Media plans, reports, publications, and other outputs, as well as secondary data/background documents, including those that describe or assess activities of U-Media partners and beneficiaries; 2) conduct FGDs with U-Media stakeholders; 3) conduct surveys of U-Media stakeholders, including organizations that might serve as a comparison; 4) conduct KIIs with U-Media partners and other stakeholders using structured or semi-structured interview protocols; and 5) make site visits complemented by direct observations and/or case studies.

To assess the advantages and disadvantages to working with U-Media, the ET will 1) review U-Media plans, reports, publications, and other outputs, as well as secondary data/background documents, including those that describe or assess the activities of various U-Media stakeholders; 2) conduct FGDs with relevant U-Media stakeholders; 3) conduct surveys of U-Media stakeholders and organizations that might serve as comparisons to U-Media partners; and 4) conduct KIIs with U-Media partners and other stakeholders using structured or semi-structured interview protocols. Site visits, direct observations, and case studies may also be informative.

To assess U-Media's success, or the lack of thereof, in tailoring its tools and approaches to satisfy the diverse and changing needs of its partners, the ET will 1) review U-Media plans, reports, publications and other outputs, as well as secondary data/background documents, including those that describe or assess activities of U-Media partners; 2) conduct KIIs with U-Media partners and other stakeholders using structured or semi-structured interview protocols; 3) conduct surveys of U-Media partners; and 4) make site visits complemented by direct observations and/or case studies.

To assess the most useful tools and approaches that U-Media had at its disposition, the ET will 1) review U-Media plans, reports, publications, and other outputs, as well as secondary data/background documents, including those that describe or assess activities of U-Media partners and beneficiaries; 2) conduct FGDs with U-Media stakeholders; 3) conduct surveys of selected U-Media stakeholders; 4) conduct KIs with U-Media partners and other stakeholders using structured or semi-structured interview protocols; and 5) complement site visits with direct observations and/or case studies. (To the extent practical, the ET should assess U-Media's role in strengthening the activities of media CSOs at the national and local level, comparing their achievements with progress made by similar organizations that did not receive any support.)

To assess practices and behaviors that U-Media partners adopted and actively used as well as the role of those practices and behaviors in changing media context and/or media content, the ET will 1) review U-Media plans, reports, publications, and other outputs, as well as secondary data/background documents, including those that describe or assess activities of U-Media partners; 2) conduct FGDs with U-Media stakeholders; 3) conduct surveys of U-Media stakeholders, including organizations that might serve as a comparison; 4) conduct KIs with U-Media partners and other stakeholders using structured or semi-structured interview protocols; and 5) complement site visits with direct observations and/or case studies.

To discuss changes in the media context and media content in Ukraine, the ET will 1) review U-Media plans, reports, publications, and other outputs, as well as secondary data/background documents, including those that describe or assess changes in the media context and media content in Ukraine; 2) conduct FGDs with U-Media stakeholders; 3) conduct surveys of U-Media stakeholders, including organizations that might serve as a comparison; 4) conduct KIs with U-Media partners and other stakeholders using structured or semi-structured interview protocols; and 5) complement site visits with direct observations and/or case studies. Where possible, FGDs and KIs should be designed to reflect the perspective of both U-Media partners and beneficiaries.

While direct attribution will not be possible to measure, the ET should strive to make causal linkages wherever possible, taking into account the development actors and circumstances.

VI. Evaluation Team Qualifications and Composition

The ET Leader must have strong team management skills and sufficient experience in designing and/or conducting performance evaluations of international development projects. The ET Leader must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements. Excellent communication skills (both verbal and written) and experience in managing performance evaluations of large USAID projects are desirable.

The Contractor must assign at least one specialist (an Evaluation Specialist) with strong understanding of data collection and analysis methodologies and substantial international experience in designing and conducting evaluations of large international development projects. The Evaluation Specialist(s) must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements. Experience in designing and conducting performance evaluations of USAID media activities is desirable. Knowledge of Eastern Europe/CIS (Commonwealth of Independent States) region media development issues is desirable.

The ET will use international expertise, International Media Development Consultant(s), individual(s), or a company with substantial knowledge of media development in Eastern Europe/CIS region. Experience in conducting performance evaluations of USAID projects is desirable. Experience in successful management of large/medium size media projects is desirable. Previous work experience in the region and knowledge of Ukrainian and/or Russian is desirable.

Each ET is expected to use local expertise, a Senior Local Media Consultant(s), individual(s), or a company with detailed knowledge of Ukraine's media sector and its operational environment.

Note: *One individual may act as both the ET Leader and an Evaluation Specialist or International Media Development Consultant if all qualification requirements are met.*

USAID asks that gender be considered in formation of the ET. The ET Leader, Evaluation Specialist(s), International Media Development Consultant(s), and Senior Local Consultant(s) will be key personnel under this task order (TO).

VII. Evaluation Management

The Mission will appoint the Evaluation Contracting Officer's Representative (COR) and the Alternate COR (A/COR) to provide technical guidance and administrative oversight in connection with U-Media evaluation, to review the Evaluation Work Plan (EWP), and to review and accept draft and final Evaluation Reports (ERs). The Mission may delegate one or more staff members (or involve staff of other USAID missions) to work full-time with the ET or to participate in the field data collection activities in Ukraine. The Evaluation COR will inform the Contractor about any full-time/part-time Mission delegates no later than three working days after the submission of a draft EWP. All costs associated with the participation of full-time/part-time Mission delegates in the evaluation will be covered by the Mission.

To facilitate evaluation planning, the COR will make available to the Contractor the following documents within one working day of the award effective date (as warranted, the Contractor will receive additional project-related documentation): four U-Media Annual Implementation Plans; original and revised U-Media Monitoring and Evaluation Plans; seven U-Media Semiannual Reports; as well as full lists of U-Media grantees, counterparts, sites, and documents intended to support U-media objectives.

To keep the Mission informed about the status of U-Media evaluation, the Contractor will submit an electronic version of a draft U-Media EWP to the Evaluation COR within 15 working days following the award and at least 10 working days prior to the proposed ET's departure for the field data collection. The submitted EWP should be fully consistent with the *Scope of Work* requirements and Contractor's proposal (if the latter is fully or partially incorporated into the TO).

U-Media EWP should highlight all evaluation milestones and include 1) a preliminary list of interviewees; 2) a preliminary list of survey participants (when survey is planned); 3) a preliminary schedule of the ET interviews/meetings, site visits, and FGDs (when planned); 4) all draft evaluation tools (questionnaire(s), survey(s), FGD guides, etc.), which the Contractor may use

for U-Media evaluation; 5) sites and dates for piloting draft evaluation tools; 6) the evaluation methodology, including selection criteria for comparison group(s) and site visits; and 7) an ER outline (if it will be different from the attached template, Attachment 2). The Contractor will update the submitted EWP (first of all, the list(s) of interviewees, the list(s) of survey participants, the schedule of interviews/meetings/site visits/surveys/FGDs, etc.) and submit the updated version to the COR on a weekly basis. The Contractor may prepare EWP as a Google-based document to facilitate assess of USAID staff to it.

The ET will conduct weekly briefings for / conference calls with the Evaluation COR and A/COR and other relevant Mission personnel in order to keep them informed of the progress of U-Media evaluation and any issues that may arise/have arisen. The ET shall also be prepared to do a briefing for the Evaluation COR and A/COR and other relevant Mission personnel within two working days after arrival in Ukraine for the field data collection. The ET will discuss any evaluation barriers/constraints and significant deviations from the original/updated EWP with the Evaluation COR and seek USAID's guidance on those matters.

The ET will invite the Evaluation COR and other relevant Mission personnel to participate in all meetings, group discussions, site visits, and other activities planned in conjunction with U-Media evaluation as soon as those events are on agenda. The ET shall be prepared to have USAID staff and other activity stakeholders invited as observers by the Evaluation COR to any meeting, site visit, or other activity planned in conjunction with U-Media evaluation.

VIII. Deliverables

To document U-Media performance evaluation, the Contractor will submit a clear, informative, and credible ER (up to 30 pages, excluding annexes and references) that reflects all relevant ET findings, conclusions, and recommendations made in conjunction with U-Media performance evaluation. The ER must describe in detail U-Media evaluation design and the methods used to collect and process information requested in the *Evaluation Purpose*, *Scope of Work*, and *Evaluation Design and Methodology* sections. It must disclose any limitations to the evaluation and, particularly, those associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.). The ER Executive Summary Section should be three to five pages long and reflect the purpose of the evaluation, evaluation methodology and its limitations, as well as key evaluation findings, conclusions, and recommendations.

The ER must be in line with relevant USAID ADS (Chapters 203 and 578) and USAID Evaluation Policy requirements and recommendations. In particular, the ER should represent thoughtful and well-organized efforts that include sufficient local and global contextual information so the external validity and relevance of U-Media evaluation can be assessed. Evaluation findings should be based on facts, evidence, and data. Findings should be specific, concise, and supported by reliable quantitative and qualitative evidence [i.e., there should not be words like “some”, “many”, “most” in the ER and the frequency of responses and absolute number of interviewed respondents should be given, e.g., *five out of 11 experts agreed that ...; 30 percent of survey respondents reported that ...; seven out of eight visited lead partners had business plans...*]. Conclusions should be supported by a specific set of findings. Recommendations should be clear, specific, practical, action-oriented, and supported by a specific set of findings, conclusions,

estimates of implementation costs, and suggested responsibility for the action. The Contractor shall ensure that conclusions and recommendations are based on data that are accurate, objective, and reliable.

ER annexes should include an Executive Summary section in Ukrainian; the Evaluation SOW; description of the ET and its member qualifications; the conflict of interest (COI) statements, either attesting to a lack of COI or describing existing COI, signed by all members of the ET; the final version of the EWP; the tools (in English and Ukrainian) used for conducting the evaluation such as questionnaires, checklists, discussion guides, etc.; properly identified sources of information; in-depth analyses of specific issues; an MS PowerPoint–based presentation of evaluation design, findings, conclusions, and recommendations; and statement(s) of differences regarding significant unresolved difference (if any) of opinion reported by either ET members or the Mission or U-Media implementer.

ERs will be written in English and submitted in electronic form readable in MS Word 2010 based on MS Word Times New Roman 12 or other legible font of similar size. The final ER must follow all USAID Branding and Graphic Standards (see <http://www.usaid.gov/branding/gsm>). In addition, the cover of the final ER should provide enough information that a reader can immediately understand that it is an ER and what was evaluated.

Any data (at a minimum, raw quantitative data and any code books) used to prepare the ER (except for the data protected by any formal agreements between the Contractor and interviewees and survey/focus group participants) will be presented in the MS Office–compatible format suitable for re-analysis and submitted either by e-mail or on a CD or a flash drive to the COR. The data should be fully documented and well organized for use by those not fully familiar with the evaluated activities or the evaluations. USAID will retain ownership of all evaluation records including interview transcripts or summaries, survey(s), datasets developed, copies of which are provided to the COR.

The ET will present its major evaluation findings and preliminary conclusions in writing at two separate pre-departure briefings for the Mission and U-Media stakeholders. The ET will use MS PowerPoint to present those findings and conclusions.

Draft ER will be due in 15 working days after a pre-departure briefing for the Mission staff. A draft ER must include all relevant ET findings and conclusions made in conjunction with U-Media evaluation, as well as preliminary ET recommendations. A draft ER shall be prepared in line with general requirements (clarity, credibility, length, font size, etc.) set for the final ER. It may include the feedback received from the Mission and U-Media stakeholders at the pre-departure briefing). The Mission will have 15 working days to review the draft ER and provide comments to the Contractor. The Mission will decide whether U-Media stakeholders will be invited to comment on the draft ER.

The final ER will be due in 10 working days following the receipt of the Mission’s comments on a draft ER. The Contractor will use either a cover memorandum or similar format to explain how comments provided by the Mission and U-Media stakeholders (when solicited) were addressed in the final ER if the final ER differs substantially from the draft ER.

Both the Mission and the Contractor will have a right to initiate an extension of the ER review or preparation/completion time for up to ten working days at no additional cost.

Attachment I. List of U-Media Sub-Grants

	Sub-Grantee Name	Contact Information	Project Title	Duration	Brief Description
1	Academy of Ukrainian Press (AUP)	Oksana Volosheniuk, AUP Executive Director, +38-067-504-9802; oksana@aup.com.ua; Valeriy Ivanov, AUP President, Ph.D, +38-050-330-5181; ivanov@aup.com.ua	Content Analysis and Media Literacy Development	December 1, 2014 – September 30, 2015	AUP conducts content analysis of TV news on leading Ukrainian TV channels and media literacy education program for teachers of the pedagogical universities and colleges. The program provides teachers with key knowledge and methodological material that will enforce those educating children and teenagers to be conscious media consumers and avoid media manipulations. AUP conducts content analysis of the televised news at eight national TV channels to provide media consumers, journalists, and the international community with objective and unbiased information about the quality of Ukrainian TV news.
2	Lviv Press Club (LPC)	Shostak Olga, osso86@gmail.com, +38-050-513-5993	Online Bridges between Journalists of West and East/South	November 15, 2014 – January 14, 2015	Online video bridges “East-West-Russia: European Vector” by Lviv Press Club (LPC). Twice per month, LPC connects journalists, newsmakers, and opinion leaders from Lviv with their colleagues in Odesa, Dnipropetrovsk, Sumy, Kharkiv, Kherson, towns of Donetsk region, Saint Petersburg, and Moscow.
3	Internews Ukraine (IUA)	Natalia Pedchenko, +38-067-243-6352; npedchenko@internews.ua; Kostiantyn Kvurt, Chair of the Board; tel: +38-044-458-4440, 501-9203; +38-067-	Institutional Partner Sub-grant to Internews Ukraine	December 1, 2014 – September 30, 2015	Internews Ukraine concentrates its efforts on the most important issues for the current Ukrainian media community and society: empowering people to resist media manipulations and propaganda, communication between different regions of Ukraine, raising public awareness of important for Ukraine

		445-0567; kkvurt@internews.ua			issues, and providing international audience with objective information about Ukraine.
4	Telekritika (TK)	Natalia Ligachova, Liga2876@gmail.com; 050-410-5419; Diana Dutsyk, dutsyk@gmail.com; 067-976-2473	<i>Institutional Partner Sub-Grant to Telekritika</i>	November 1, 2014 – September 30, 2015	Telekritika does regular monitoring of national and regional TV channels and distribution of reports about the quality of TV reporting. Telekritika continues developing its media literacy online resource— <i>MediaSapiens</i> .
5	Regional Press Development Institute (RPDI)	Kateryna Laba, +38-050-351-4179; katalaba@ukr.net	<i>Investigative Journalism Development, New Media, and Legal Support and Training for Journalists</i>	November 1, 2014 – December 31, 2014	RPDI conducted the Sixth Annual All-Ukrainian Investigative Reporting Conference on December 5–6, 2014, in Kyiv.
			<i>Investigative Journalism Development, New Media, and Legal Support and Training for Journalists</i>	January 1, 2015 – September 30, 2015	The project enhances legal safety of journalists and media outlets, improves the quality of journalistic storytelling, and diminishes the grounds for self-censorship. The project contributes to raising citizens' awareness of issues that are important for their lives through strengthening the investigative reporters' network, producing reliable, top-notch investigations and delivering them publicly.
6	Independent Media Trade Union of Ukraine (IMTUU)	Oksana Vynnychuk, +38-050-356-5758, sekretar@profspilka.org.ua; Yuka Gavrylova, Committee Member of Kyiv Independent Media Trade Union	<i>Legal Bureau Aid for Journalists in Post-Maidan and during Military Conflict Period</i>	November 1, 2014 – September 30, 2015	Professional development and increase of safety of journalists and other media employees in Ukraine via providing them with legal support and protecting their rights.

		(KIMTU), (097) 114-39-30; yukagavrylova@gmail.com			
7	Institute of Mass Information (IMI)	Oksana Romanyuk, +38-050-446-3912; oksrom@gmail.com	Sub-grant to IMI for Print and Internet Media Monitoring, Protection of Journalists' Rights and Institutional Development	November 1, 2014 – September 30, 2015	IMI monitors national print and Internet outlets, monitors violations of journalists' rights, and further informs the media community and general public about monitoring results.
			Online Platform to Secure Journalists' Work at War Zones	September 1, 2014 – February 28, 2015	Institute for Mass Information (IMI) uses online platform to protect journalists working in and broadcasting from conflict areas in Ukraine.
8	Suspilne TV Foundation (STV)	Kateryna Maltseva, +38-067-448-3737; e.maltseva7@gmail.com; Victoria Romanova, Deputy Director, National TV Company, v_romanova@ukr.net, 050-411-1127	Persha Shpalta ("Front Page") Program Production at First National Channel and Final Debates program— "Ukraine Tomorrow"	November 1, 2014 – December 31, 2014	U-Media supported a program of the First National Channel <i>Persha Shpalta</i> ("Front Page") for production of eight programs during November and December 2014. U-Media supported an Election Day marathon TV program called "Ukraine Tomorrow."
		Daria Yurovska, Deputy Director, National TV Company, darja.ua@gmail.com; 050-939-5584	National Talk-Show on First National Channel on Current Ukraine's	March 1 – May 31, 2015	Production of the weekly national prime time showcase discussion program, to be broadcast on First National Channel.

			Priorities “Debates: PRO”		
9	Independent Association of Broadcasters (IAB)	Kateryna Myasnikova, +38-067-405-1109; katerina_m@nam.com.ua	Institutional Partner Sub-grant to IAB	October 1, 2014 – September 30, 2015	Independent Association of Broadcasters (IAB) improves the legislative environment for independent broadcasters and helps transfer them to convergent platforms.
10	Mykolaiv Center for Investigative Reporting (CIR)	Oleg Oganov, +38-096-408-0567, oganov.oleg@gmail.com	Establishing Information Web Portal for the South of Ukraine –Odesa, Kherson, and Mykolaiv (Elections and Political Processes (EPP) Funds)	January 1, 2015 – June 30, 2015	CIR provides the South of Ukraine (Mykolaiv, Kherson, and Odesa) with unbiased and timely information about local political and economic processes resulting from parliamentary elections.
11	Suspilnist (Society) Foundation (SF)	Taras Petriv, 067-505-6960, taraspetriv@yahoo.com	Media Driver of Reforms	January 1, 2015 – August 31, 2015	Multi-vector project aiming at facilitation of establishment of public broadcasting in Ukraine, including development of a convergent platform for the national talk-show (in tandem with the National Television Company of Ukraine, which is now transitioning to the National Public Broadcaster); bringing up new generation of responsible and skilled media professionals through internship for journalism students and young professionals; and watchdog monitoring of politicians’ promises in terms of reforms through the portal vladometr.org.
12	Media Law Institute (MLI)	Ihor Rozkladay, igor.rozkladay@gmail.com; +38-097-228-1161; Taras Shevchenko, Director,	Improving Media Legislation and Increasing Journalists’ Legal Awareness	October 1, 2014 – September 30, 2015	MLI monitors media legislation initiatives and distributes monitoring results; conducts media law awareness activities, legal consultations to journalists, and advocacy efforts to promote positive changes in media and organizational

		20taras20@gmail.com; 067-508-5115			capacity building. Leads media reform group within the Reanimation Package of Reform.
13	Information Press Center (IPC)	Valentyna Samar, samar@home.cris.net, +380 50-591-68-42	Institutional Grant to IPC	October 1, 2014 – September 30, 2015	IPC's priorities include content production, investigative reporting, and Crimea-focused TV programming.
14	Ukrainian Association of Press Publishers (UAPP)	Olexandr Diachenko, lawyer@uapp.org +38-097-481-7778; Olexiy Pogorelov, Director, pogorelov@uapp.org ; 050-330-6391	De-Statization Discussions	March 1, 2015 – May 31, 2015	Improvement of media environment by preparing a roadmap for print media de-statization reform through public discussions.
15	Hromadske Telebachennia (Hromadske.TV)	Roman Skrypyn, hromadsketv@gmail.com, editor@hromadske.tv	Institutional Development for Hromadske.TV	November 1, 2014 – September 30, 2015	Organizational development in production of unbiased and accurate TV content on urgent issues in Ukraine.
16	Institute for World Policy (IWP)	Olena Get'manchuk, Getmanchuk@iwp.org.ua, +38-044-253-2853	Wider Integration: You Shape the Future	May 1, 2014 – February 28, 2015	IWP conducted media events/public discussions on the topics of the political reform and the EU integration during and right after the presidential election campaign.
17	International public organization, The Pylyp Orlyk Institute for Democracy (POID)	Svitlana Yeremenko, Svitlana.Yeremenko@gmail.com, +38-050-470-1159	Regional Media Monitoring and Public Education	December 1, 2014 – May 30, 2015	Regional print and Internet media and public discussions/roundtables in six cities of Ukraine involving journalists, public opinion leaders, NGO activists, and educators.

IX. Logistical Support

The Contractor will be responsible for all logistical support of the evaluation activities, including translation/interpretation, transportation, accommodation, meeting/visit arrangements, office space, equipment, supplies, insurance, and other contingency planning. The Contractor must not expect any substantial involvement of Mission staff in either planning or conducting the evaluation (except for full-time/part-time Mission delegates discussed above). Upon request, the Mission will provide the Contractor with introductory letters to facilitate meeting arrangements. USAID requests that any forthcoming American and Ukrainian holidays be considered in scheduling U-Media evaluation meetings, group discussions, surveys, and site visits in the United States and Ukraine.

ANNEX II: DETAILED EXPLANATION OF THE EVALUATION METHODOLOGY

The evaluation started in late August 2015. The field data were collected in September 2015 and analyzed in September and October 2015. Because of the limited time and several important contextual variables (the team was not able to visit Crimea or the Donbass area due to occupation and active military presence in these regions), it was not possible to develop an ideal research design. However, the team met with the client prior to starting the fieldwork (in-brief meeting) to adjust the online survey, case study design, and interview protocols, given the fluidity of the current situation in Ukraine.

The three-person evaluation team conducted its first three visits to sites to interview and to conduct case studies and observed collectively to ensure a common methodological approach. Then the team divided into two groups of two (two researchers in one group and one team leader and a note taker in another) to visit other remaining sites. Following the first three site visits, the team was split into two groups and deployed according to the final site selection plan. The team visited interviewees in Lviv together. The case study in Mykolaiv was conducted by a sub-team (team leader and a local media specialist). Some adjustments were made once in the field: 1) the team requested additional information from the implementing partner of U-Media, Internews, to clarify Evaluation Question 4; 2) the time of some case studies was shortened because of unavailability of absolutely all employees of each organization to participate in interviews and/or because of the small space to tour (which did not require much time).

The evaluation team used the following approaches, sources, and methods to answering the evaluation questions:

Document review. USAID provided SI with annual reporting, annual workplans, and M&E data for the project. SI requested from Internews access to all proposals submitted to Internews and reporting from sub-grantees to Internews. These documents were reviewed to provide preliminary answers to the evaluation questions and to assist in developing interview guides and the mini-survey instrument. For example, the evaluation team reviewed Internews reporting to find evidence of efforts to tailor tools and approaches to satisfy the needs of partners in a changing media environment (Question 2). A review of partner reporting explored which tools and approaches were perceived to be useful and which practices and behaviors were adopted (Questions 3 and 4). Both provided examples of changes to the media context as a result of the intervention (Question 5).

SI's approach was to draw on utilization-focused methodologies to ensure that the information generated by the evaluation is useful to USAID. While the SOW was very clear in laying out the purpose of the evaluation, SI also used the initial kick-off meeting to confirm USAID/U-Media goals and objectives and the type of information and insights that would be most useful to USAID decision-making. The evaluation team also explored with USAID/U-Media personnel how the Mission planned to use existing and new data and to think through potential ways in which the evaluation's results might be used.

The total of 1,500 pages of various documents has been reviewed for this evaluation.

Mini-survey of all primary and secondary beneficiary organizations. The core of the evaluation included the fieldwork: in-person visits to all 12 core and institutional partners and selected emerging partners. Census was used to collect data through the online survey—that is, all past and present grant recipients during the evaluation period (2011–2015) were invited to participate.

The evaluation team conducted an internet-based survey of all U-Media beneficiaries. In FY 2013, Internews reported 59 beneficiaries, including 29 U-Media clients and 30 partners' clients. In FY 2014, this number shrank to 45 as Internews concentrated its sub-grantees. SI requested Internews assistance in providing email, phone number, and contact information for all program beneficiaries and in informing beneficiaries of the survey and encouraging their participation. The survey was sent to 68 potential respondents who represented 68 organizations, including past and current grantees and non-grantees. The survey asked a number of questions that spoke to the evaluation questions. The survey helped to answer the evaluation questions. For example, respondents were asked about what tools U-Media offers and which were adopted. With USAID and Internews's support in distributing the initial email invitations and follow-ups to complete the survey, the evaluation team obtained online surveys from 82% of all institutional and core current partners; 77% of current sub-grantees, such as new, short-term, and emerging partners; and 20% of past non-grantees. The total number of survey responses was 39 (a 57% overall response rate).

Semi-structured interviews and focus group interviews with representatives from all institutional and core partner organizations and select emerging partners. Interviews used the mini-survey as a jumping-off point to ask qualitative, in-depth questions based on the survey responses. As all the institutional and core partners were located within Kyiv (following the relocation of the Information and Press Center to Kyiv), the team was able to interview all 11 of the core and institutional partners, either as part of the semi-structured interviews or case studies.

The evaluation team will conduct semi-structured interviews with:

- Emerging partners
- GOU stakeholders
- Advisory board representatives
- Non-grantees
- Political and media personalities

The selection will follow a combination of maximum variance and purposeful sampling (selecting the interviewees based on their level of knowledge about U-Media and their status as media and political experts, through desk reviews, and in connection and prior consultation with USAID Ukraine and with Internews) to guarantee comprehensive access to various participants who can provide rich qualitative data. The number of interviewees will be flexible to ensure that the team reaches the point of saturation; however, we expect to interview at least two representatives in each category, for a total of at least ten interviews.

The team will seek input from a large number of interviewees and will strive to collect rich data to provide opportunities for in-depth exploration of the project's impact. All interview participants will be informed that their participation is voluntary and that their comments will be kept confidential by the research team.

Whenever appropriate, the team may invite multiple representatives of the grantee, beneficiaries of the grantees, and/or non-grantee for a focus group interview. The focus group interview will provide flexibility to the team to save time if and when necessary and will offer the additional perspective on data collection and credibility through triangulation of qualitative data collection methods. The team does not anticipate engaging in focus groups unless the organization is selected as a case study and will only be utilized if saturation (the point at which no new information is gathered) is not reached through interviews with key informants.

Other key informant interviews. Candidates for possible other key informant interviews were also consulted with various stakeholders, including Internews personnel, USAID staff, personnel from non-funded organizations (see discussion below), and other stakeholders identified by USAID, Internews, or the evaluation team. For example, the evaluation team also conducted interviews with other knowledgeable media and political analysts to ensure that the evaluation findings and recommendations were placed within Ukraine's rapidly changing political and media environment.

The selection of interviewees followed a purposeful sampling to guarantee comprehensive access to various participants who can provide rich qualitative data. The number of interviewees was flexible so that to ensure the team reach complete data (the point of saturation). At the end, the team collected 28 in-depth semi-structured interviews, with at least three representatives in each category.

All interview participants voluntarily participated in the interviews and were guaranteed confidentiality.

Whenever it was appropriate, the team invited multiple representatives of the grantee, beneficiaries of the grantees, and/or non-grantee for a group interview. The group interview provided flexibility to the team to save time and offered additional perspectives on data collection and credibility through triangulation of qualitative data collection methods. Participants in some multi-person interviews, however, were not as frank as the team wanted them to be so the team also offered to conduct follow-up, one-on-one interviews with those participants. Out of 10 participants who participated in these multi-person interviews, only one agreed for a follow-up interview.

In-depth case studies. The evaluation team focused on nine sub-grants to explore the evaluation questions in greater depth. To select these grantees for case study review, the team used the following criteria:

1. Type of a grantee (media-supporting NGO, actual media, association, service provider, or training NGO)
2. Relevance to objectives and evaluation questions

3. Variety of programs offered, as they relate to one or more objectives of the mission
4. Perceived level of implementation success (as a result of the desk research)
5. Geographic region (although most of the fieldwork will be done in Kyiv, the team plans to travel to Western and Southern Ukraine).

A list of organizations selected is presented in Table A-I with a justification.

Table A-1: The Most Commonly Mentioned, Adopted, and Actively Used Practices and Behaviors

Objective I: Support and promote freedom of speech and media independence		Justification
News quality/ professionalism	Telekritika's news monitoring, critical assessment, and in-depth analysis of Ukrainian TV; education on news quality/professionalism.	Document review showed that this is one of the most prominent and successful organizations under Objective I. In addition, previous research showed that this organization was a central node in the network of trust and information dissemination among the Ukrainian media-related NGOs (Tsetsura & Sommerfeldt, 2012).
Media literacy education on social issues	The Academy of Ukrainian Press's efforts to implement a national pilot program on media literacy in order to improve journalists' capacity to cover and report on public health and social issues.	According to the document review, this organization has the largest regional outreach and the strongest network of media partners to pursue media literacy education and journalists' capacity.
Support to independent regional broadcasters	Independent Association of Broadcasters' hotline and consultations on taxation, regulatory bodies, and court appearances to 93 regional broadcasting company members	The document review demonstrated that this is a premier association of broadcasters in Ukraine. Although this is an industry-driven, professional association, IAB is a central actor in supporting independent regional broadcasters in Ukraine (according to the annual reports).
Objective II: Increase the variety of news sources and improve news quality		Justification
Journalism training and professionalism	Internews Ukraine's training and guidebooks for regional journalists raising awareness of the Free Trade Area agreement with the European Union (EU).	This is the major organization for journalists' training and professional development in Ukraine (annual reports, previous research).
Cross-regional media exchanges	Lviv Press Club's school of military journalism targeted at 20–25 journalists from different regions of Ukraine and focused on covering military actions in the East. Lviv Press Club's TV bridges between journalists of West and East/South Ukraine.	The premier organization for cross-regional media exchanges; an active partner who provides; the only major organization that organizes regional media exchanges for the Western Ukraine.

Regional Journalism and media support and training; investigative journalism training	Regional Press Development Institute (RPDI) RPDI conducts training and annual All-Ukrainian investigative reporting conferences as well as provides assistance to regional media and journalists.	The organization is one of the major providers of support to regional journalists across Ukraine. According to the annual reports and USAID personal interviews, RPDI is a small organization that was able to achieve impressive results with minimal expenses.
New sources of information and regional presence	Mykolaiv Center for Investigative Reporting (CIR) provides the South of Ukraine with unbiased and timely information about local political and economic processes and conducted an investigation of the situation at Ukraine's border with the occupied territory of Crimea.	This is the major organization for supporting regional journalists in the Southern Ukraine. After 2014, this is the major center for conducting investigative journalism near the occupied territory of Crimea.
Objective III: Improve the Enabling Environment for Media and Freedom of Speech⁴²		
Legal reform	The Media Law Institute's advocacy regarding amendments to the Law on Access to Public Information and leadership of the Media Reform Group.	A premier organization for legal support and advice to journalists. The document review showed that the Media Law Institute is a major leader in the Media Reform Group.
Election coverage, media, advocates for transparency and accountability of the government and of the media.	Suspilnist Foundation's production of national TV debates and the Vladometr project.	According to the document review, the organization became very active after 2014 in providing the platform for political debates and monitoring the government. It has a solid online presence and coordinates several media projects to support trust and transparency of the media. It also coordinates several important political and civil initiatives, including "Chesno," "Vladometr" and "Novy Hromadyanin."

⁴² More cases under Objective 3 and Objective 4 are not included because of the LOE assignment.

Because of the limited time and several important contextual variables (the team will not be able to visit Crimea or the Donbass area due to occupation and active military presence in these regions), it will not be possible to develop an ideal research design. However, the team will meet with the client prior to starting the fieldwork (in-brief meeting) to adjust the case study design, if necessary, given the fluidity of the current situation in Ukraine.

The three-person evaluation team will conduct its first three visits to sites to interview and observe collectively to ensure a common methodological approach. Then the team will divide into two groups of two (two researchers in one group and one team leader and a note taker in another) to visit other remaining sites. Following the first three site visits, the team will be split into two groups and deployed according to the final site selection plan. The team plan to make visits to interviewees outside Kyiv together. While adjustments might have to be made once in the field, the team anticipates conducting the following activities for the case studies:

- A semi-structured interview with key informant (or two key informants): 1–1.5 hours
- A tour of the organization: 30 minutes
- A semi-structured interview or small group interview with member(s) of the organization designated for a case study: 1–1.5 hours
- Additional document review, if necessary: 1 hour

It was estimated that the activities would take up to a half a day in each location, as noted by the approximate activity duration. The total time at each location, and for the stakeholders to reach and collect data, was reduced in favor of visiting more locations. Overall, the team favored the presented number of case studies (nine) and semi-structured interviews with partners and other stakeholders (14 core and institutional partners + 10 other stakeholders).

Data Analysis

The team engaged in parallel analysis to examine the evidence from the document review, key informant interviews, case studies, and mini-survey responses. This analysis allowed for triangulation and to ensure the quality of the collected data. Rich data collection and analysis, along with triangulation, were essential for providing quality to this mixed-methods evaluation. While using quantitative methods, the team focused on validity, reliability, and replicability of the results. The team strived to achieve a high quality of gathered and analyzed data through credibility, confirmability, dependability, and transferability while utilizing multiple qualitative methods.

The team analyzed data points as they relate to each evaluation question using different methods in parallel and then across the data collection methods and across various research sites. To illustrate points, the team analyzed relevant documents to develop preliminary findings about program effectiveness and then analyzed data from interviews and mini-survey to develop additional preliminary findings regarding effectiveness.

By comparing different sets of findings, the team was able to provide analysis and grounded discussion of the results and to offer comprehensive answers to each evaluation question. The

team also analyzed the data against the data collected from different sources (e.g., grantees, non-grantees, government's representatives, implementing partners, and opinion makers). The mixed-methods approach, together with the multi-stage analysis of the data, ensured the quality of the findings, conclusions, and recommendations.

Below, we provide additional information about how the team combined data collected through the above-mentioned activities so the evaluation team could answer the evaluation questions.

EQ1: What were the advantages and disadvantages to working with U-Media for various U-Media stakeholders (U-Media grantees and partners, non-assisted CSOs, private-sector organizations, governmental organizations, other donors, etc.) involved in promoting media independence and quality of news in Ukraine?

Respondents to the mini-survey were asked what they see as the benefits and challenges to working with U-Media. Current and past grantees as well as non-grantees were invited to complete the survey. Internews distributed the survey to organizations via emails on files. The evaluation team followed up on these comments for further clarification and more in-depth responses in individual and group interviews. In addition, the questions also asked for external perspectives on advantages and disadvantages, as the SOW suggested the desirability of interviewing comparable organizations that have not received U-Media support. In comparing U-Media beneficiaries with lists of media-related NGOs in Ukraine, it appeared that U-Media is working with all of the major CSOs and most of the smaller ones as well.⁴³ The team was able to identify a few additional industry association groups, such as the Commission on Journalists' Ethics, which offered potential points of comparison or, at the very least, an external perspective. Identified external actors provided additional insight into the advantages and disadvantages of U-Media collaboration.

EQ2: How did Internews tailor its tools and approaches to satisfy the diverse needs of its partners given the changing environment in Ukraine? (For example, was Internews flexible and fast in re-orienting/refocusing grants/sub-partners?)

The primary sources to answer this question were Internews project reporting and interviews with Internews about the tools and approaches used. For example, the evaluation team considered the physical and digital security trainings offered by Internews to better allow journalists to operate safely while coping with civil unrest in the country. Through the mini-survey, follow-up interviews with sub-grantees, and the case studies, the evaluation team explored whether the tools and approaches met sub-grantees' needs.

EQ3: Of the tools and approaches that U-Media had at its disposition, which were perceived by U-Media stakeholders to be the most useful for influencing media

⁴³ See for example, Katerina Tsetsura. 2011. *Ukraine: Case Study on Donor Support to Independent Media: 1990–2010*. Media Map Project.

context under Objective I and media content, such as news and other information, under Objective II and why?

EQ4: Of the practices and behaviors that U-Media promoted, which were adopted and actively used by its partner organizations to influence media context (Objective I) and/or media content (Objective II) in Ukraine?

EQ5: What major changes in the media context under Objective I and media content under Objective II in Ukraine do CSOs and other U-Media stakeholders perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations?

Evaluation Questions 3, 4, and 5 were all answered through the same approach. A review of project documentation provided initial answers to the question. Then, through the mini-survey, qualitative interviews with sub-grantees, and interviews with other stakeholders, respondents were asked which tools and approaches were perceived to be the most useful, which practices and behaviors were adopted, and what changes to the media context might be a result of U-Media. Initially, this question created some confusion, so the team requested additional clarification from the implementing partner, Internews. Internews provided a list of practices and behaviors for each of the first two objectives, and the team used the list to get answers to EQ5 during interviews. The case studies were then used to explore these issues in greater detail.

EQ6: Based on the evaluation findings, what recommendations can be made for future programming?

To answer Question 6, the evaluation team sought the opinions of Internews, U-Media partners, USAID, grantees, non-grantees, media and political experts as well as other key informants with detailed knowledge of Ukraine's political and media landscape regarding future programming needs. Then, the team analyzed the results, triangulated the results, and presented its conclusions and recommendations, based on the data collected through all secondary and primary research methods.

Limitations

- *Document review:* While the document review was comprehensive, reporting documentation can present an overly positive picture of implementation and outcomes.
- *Mini-survey:* Although a 53% response rate is reasonable, the evaluation team had hoped to achieve a higher response rate. There is no way to know if the 47% who did not respond have systematically different views than those that did.
- *Interviews:* Interviews allowed for considerable depth; however, it was not possible to interview all key stakeholders in the course of data collection, and some important voices and perspectives might not have been obtained.
- *Case studies:* The case studies provided rich information; however, SI's strict protection protocols for human subjects, designed to protect the confidentiality of respondents, prevent the full use of information obtained in the case studies. Nonetheless, much of the

information obtained through the case studies helps inform the evaluation team's responses to the evaluation questions. In addition, by providing confidentiality to participants, the team was able to obtain valuable information that presented multiple angles and provided both appraisal and criticism of the program.

- *Limited geographic scope:* Due to the limited time and resources, the evaluation team focused its efforts in Kyiv with visits to two other cities, Mykolaiv and Lviv. The team was not able to travel to Donbass area (Donetsk, Luhansk) due to the active military operations in the region.

ANNEX III: DATA COLLECTION INSTRUMENTS

Online Survey in English

INTRODUCTION

Dear U-Media partner,

We are the members of the evaluation team who work for the organization called Social Impact. The Social Impact was contracted by USAID to evaluate the U-Media Project implemented by the Internews with funding by USAID between 2010 and 2015. We are carrying out this evaluation to assess how well the program is meeting the needs of internal and external stakeholders, like you, and to find out how various aspects of the project have been working.

This survey is voluntary; you can choose not to participate or withdraw at any time during the survey. There are no right or wrong answers. We want to hear your thoughts, based on your experience and your involvement with the project. The survey should not take more than 15-20 minutes to complete.

The information you provide will be essential to understand the achievements of the U-Media project. All information you provide through this survey will remain confidential. In case you provide enough detail in your answers that may identify you and/or your organization, please be reassured that your answers will be kept strictly confidential (only researchers would know/be able to identify you and your organization). No information or responses will be linked to you.

You may be contacted for a follow-up interview later, however, if you choose to provide your name at the end of the survey. Please note in any case all answers will remain strictly confidential. We will not connect the responses, which you provide via survey and/or interviews, to you, in any reports, transcripts, notes, or any conversations that we may have with persons outside of our evaluation team.

If you agree to participate, please proceed with completing this survey.

Thank you again for your help in collecting this valuable information!

QUESTIONS

Introductory questions

1. What is the name of your organization/agency? _____
2. What is your position within the organization? _____
3. For how many years have you been with the organization? _____
4. How many paid employees work for your organization? _____
5. Are there additional volunteers? And if so, how many active volunteers do you have? _____
6. What was your organization's total expenditures in 2014? (This can be an estimation.)

Your Role in U-Media

7. Please select what interactions your organization has had with U-Media and Internews (not to be confused with Internews Ukraine) between 2010 and 2015? (Select all that apply)
 - a. Applied for a grant/funding through U-Media
 - b. Obtained one grant/funding through U-Media
 - c. Obtained multiple grants through U-Media
 - d. Participated in informational meetings organized by Internews
 - e. Received training from Internews
 - f. Received training from another U-Media partner
 - g. Received mentorship or technical support from Internews
 - h. Received mentorship or technical support from a U-Media partner
 - i. Other _____

[If obtained a grant]	Entirely on our own					Internews designed					
	0	1	2	3	4	5	6	7	8	9	10
8. On a scale of 0 to 10, was your organization's U-Media funded project something that your organization designed entirely on your own or was it something that Internews designed?											

[If obtained a grant]	Not changed at all					Completely changed					
	0	1	2	3	4	5	6	7	8	9	10
9. On a scale of 0 to 10, how has your organization's U-Media funded project(s) been modified or changed in response to Ukraine's changing media and political landscape?											

10. [If Q9>3] Can you please share any comments or examples of this change?

11. [If Q9>3]	Not supportive at all Internews was completely supportive										
	0	1	2	3	4	5	6	7	8	9	10
11. Internews was supportive of this change.											

1. Please tell us about the advantages, if any, for your organization in working with U-Media [Open ended]
2. Please list disadvantages or the challenges, in any, for your organization in working with U-Media? [Open ended] (Please remember that your answers are anonymous and will not influence future funding).

	Very poor Outstanding										
	0	1	2	3	4	5	6	7	8	9	10
3. On a scale of 0 to 10, how would you evaluate your experience in working with U-Media											

4. Besides the financial support, what has your organization learned from working with U-Media about promoting free speech and media independence? (For example, has U-Media promoted any behaviors, skills, or practices that have been helpful?) [Open ended]
5. Besides the financial support, what has your organization learned from working with U-Media about improving news quality? (For example, has U-Media promoted any behaviors, skills, or practices that have been helpful?) [Open ended]

Evaluating U-Media

[If obtained a grant]	Not Knowledgeable					Very Knowledgeable					
	0	1	2	3	4	5	6	7	8	9	10
6. On a scale of 0 to 10, how knowledgeable are you about the various the trainings and projects supported by U-Media outside of your organization?											

On a scale from 0 (completely disagree) to 10 (completely agree), please evaluate the following statements:	Completely Agree					Completely Disagree					
	0	1	2	3	4	5	6	7	8	9	10
7. the U-Media Project are funding the right kinds of projects											
8. The U-Media Project are offering the right kinds of trainings											
9. The U-Media Project is doing the right kinds of things to respond to Ukraine's changing political and media landscape.											
10. The U-Media Project is doing the right kinds of things to promote media independence.											
11. The U-Media Project is doing the right kinds of things to promote freedom of speech.											
12. The U-Media Project is doing the right kinds of things to increase the quality of news.											
13. The U-Media Project is doing the right kinds of things to increase the variety of news sources.											

On a scale of 0–10, how much impact has U-Media had on the following:	No Impact					Major Impact					
	0	1	2	3	4	5	6	7	8	9	10
14. Free speech in Ukraine as a whole											
15. Media independence in Ukraine as a whole											
16. Increasing the variety of news											
17. Increasing the quality of news											

18. Supporting national media														
19. Supporting regional media														

The Future of U-Media

20. Finally, we would like to know how you think U-Media should prioritize its funding in the future. Below are five potential funding options and you may add your own. You have 10 pts to assign total. Giving an option more points means you think it is more important. As such, you could assign all 10 points to one or two options or you could distribute your points across many options.

Support and promote freedom of speech and media independence.	
Increase the variety of news sources.	
Improve news quality.	
Attempt to influence the policy and laws affecting the media	
Improve the organizational capacity of Ukrainian media CSOs.	
Other (please specify) [an open-ended box here]	
Total (the numbers above should add up to 10)	10

21. What other suggestions and recommendations can you offer for the future of U-Media?

Please tell us a bit more about yourself:

22. What is your sex?

- a. Male
- b. Female
- c. Prefer not to identify

23. What is your age? _____

24. What is the highest education degree you have earned? _____

25. How many years of experience do you have in working in media in Ukraine? _____

Thank you for completing this survey! Your responses will help us to evaluate the success of this program and to draft recommendations for future media projects in Ukraine!

If you have any questions about this survey or would like to follow up with additional information, please email the team leader Dr. Katerina Tsetsura at KTsetsura@socialimpact.com

Online Survey in Ukrainian

ЗАГАЛЬНІ ДАНІ ТА ЗГОДА НА ОПРИЛЮДНЕННЯ ІНФОРМАЦІЇ

Шановний партнере У-Медіа,

Ми входимо до складу аналітичної групи американської організації Social Impact. Social Impact уклала угоду з USAID (укр. Агентство США з міжнародного розвитку) щодо оцінки проекту У-Медіа, який був реалізований американською громадською організацією Інтерньюз в період між 2011 і 2015 роками. Ми проводимо цю оцінку з тим, щоб зрозуміти, наскільки програма задовольняє потреби внутрішніх і зовнішніх зацікавлених сторін, зокрема Вашої організації, та дізнатися про роботу різних аспектів проекту.

Хоча ми і рекомендуємо Вам взяти участь в опитуванні, опитування є добровільним. Ви можете прийняти рішення не брати або припинити участь у будь-який момент. Тут немає правильних або неправильних відповідей. Ми хочемо дізнатися Ваші думки, що базуються на вашому досвіді та участі у проекті. Опитування займе не більше 15-20 хвилин.

Надана Вами інформація матиме важливе значення для розуміння результатів проекту У-Медіа. Уся надана Вами інформація в рамках цього опитування залишатиметься конфіденційною. У випадках, якщо Ви надасте докладну інформацію у Ваших відповідях, що може бути пов'язана з вами та вашою організацією, ми запевняємо вас, що ваші відповіді будуть зберігатись у повній таємниці (лише дослідники знатимуть / матимуть змогу розпізнати Вас і Вашу організацію). Жодна інформація або відповіді не будуть пов'язані з Вами.

У випадку Вашої згоди щодо участі в опитуванні, будь ласка, заповніть опитувальник.

Ми глибоко вдячні Вам за участь в опитуванні!

1. Назва Вашої організації/агентства?

Коли Ваша організація була заснована?

Яка місяця Вашої організації?

Які основні цільові групи Вашої організації?

2. Ваша посада в організації?

3. Як довго Ви працюєте в організації?

4. Скільки співробітників працюють у Вашій організації на платній основі?

5. Чи є у Вашій організації волонтери? Якщо так, скільки діючих волонтерів працюють у Вашій організації?

6. Яка загальна сума витрат Вашої організації у 2014 році? (Це може бути Ваша власна оцінка.) у гривнях

Ваша роль у проекті У-Медіа

7. Оберіть види співробітництва Вашої організації з У-Медіа та Інтерньюз (не плутати з Інтерньюз-Україна) у період між 2011 і 2015 роками? (Оберіть усі можливі відповіді)

- Подання заявки на отримання гранту / фінансування на проект У-Медіа
- Отримано один грант / одноразове фінансування від проекту У-Медіа
- Отримано декілька грантів від проекту У-Медіа
- Участь в інформаційних зустрічах, організованих Інтерньюз
- Участь у тренінгах/навчальних програмах Інтерньюз
- Участь у тренінгах/навчальних програмах іншого партнера проекту У-Медіа
- Наставництво або технічна підтримка з боку Інтерньюз
- Наставництво або технічна підтримка з боку партнера проекту У-Медіа

Інше (будь ласка, вкажіть)

Якою є роль Вашої організації а проекті У-Медіа (виберіть одну відповідь):

Інституційний партнер

Ключовий партнер

Новий партнер

Грантер

Інше (будь ласка, вкажіть)

8. [За умови отримання гранту]

За шкалою від 0 до 10, будь ласка оцініть наскільки Ваш проект, підтриманий проектом У-Медіа, був розроблений цілковито Вами чи він був Інтерньюзом? Будь ласка, врахуйте, що вища оцінка не завжди є кращою

0 = Виключно самостійно, 10 = Підготовлено Інтерньюз.

9. [За умови отримання гранту]

9. За шкалою від 0 до 10, будь ласка оцініть наскільки Ваш проект, підтриманий проектом У-Медіа, був змінений чи модифікований у відповідності до змін в мелийному та політичному середовищі в Україні? 0 = Взагалі не змінено, 10 = Повністю змінено

10. За шкалою від 0 до 10, будь ласка оцініть, наскільки Інтерньюз підтримав ці зміни у Вашому проекті? 0 = Взагалі не підтримала, 10 = Інтерньюз повністю підтримала

11. Будь ласка, опишіть переваги співпраці Вашої організації з проектом У-Медіа, якщо такі є.

12. Будь ласка, перерахуйте недоліки чи виклики, які виникли в ході співпраці Вашої організації з проектом У-Медіа, якщо такі були. (відкрите запитання) (Будь ласка, пам'ятайте, що Ваші відповіді є анонімними і не впливатимуть на майбутнє фінансування).

13. За шкалою від 0 до 10, будь ласка, оцініть Ваш досвід співпраці з проектом У-Медіа? 0 = незадовільно, 10 = відмінно

14. Окрім фінансової підтримки, який досвід Ваша організація отримала у ході співпраці з проектом У-Медіа стосовно підтримки/просування свободи слова та незалежності ЗМІ? (Для прикладу, чи підтримував проект У-Медіа певні моделі поведінки, навички або практики, які виявились важливими?)

15. Окрім фінансової підтримки, який досвід Ваша організація отримала у ході співпраці з проектом У-Медіа стосовно покращення якості новин? (Для прикладу, чи підтримував проект У-Медіа певні моделі поведінки, навички або практики, які виявились необхідними?) (відкрите запитання)

Оцінка У-Медіа

16. [За умови отримання гранту]

За шкалою від 0 до 10, наскільки Ви знайомі з різними тренінгами та проектами, які підтримує проект У-Медіа, за межами Вашої організації? 0 = не поінформований, 10 = добре поінформований

17. За шкалою від 0 (категорично не погоджуюсь) до 10 (цілком погоджуюсь), будь ласка, оцініть, наступні твердження:

Проект У-Медіа фінансує необхідні види проектів

Проект У-Медіа пропонує необхідні види тренінги з розвитку медіа ОГС

Проект У-Медіа пропонує необхідні види тренінгів для журналістів

Проект У-Медіа проводить необхідну роботу щоб відповідати змінам у медіа та політичному контексті в Україні

Проект У-Медіа проводить необхідну роботу щодо підтримки незалежості ЗМІ.

Проект У-Медіа проводить необхідну роботу щодо підтримки свободи слова.

Проект У-Медіа проводить необхідну роботу щодо покращення якості новин.

Проект У-Медіа проводить необхідну роботу щодо збільшення чисельності інформаційних джерел.

18. За шкалою від 0 до 10, який вплив проект У-Медіа здійснив щодо наступного (0 = Жодного впливу, 10 = Визначальний вплив):

Свободи слова в Україні в цілому

Незалежності ЗМІ в Україні в цілому

Збільшення різноманіття новин

Покращення якості новин

Підтримки національних незалежних ЗМІ

Підтримки регіональних незалежних ЗМІ

Майбутнє У-Медіа

19. Зрештою, ми б хотіли дізнатися Вашу думку стосовно того як проект У-Медіа має пріоритезувати свою підтримку в майбутньому. Нижче подано п'ять можливих варіантів, до яких Ви можете додати свої власні. Загалом Ви маєте 10 балів у своєму розпорядженні. Відведення більшої кількості балів для певного варіанта означає, що Ви вважаєте його більш пріоритетним. Відтак, Ви можете відвести 10 балів на один або два варіанти, або розподілити їх серед багатьох варіантів.

Підтримка та просування свободи слова та незалежності ЗМІ.

Підвищення різноманіття інформаційних джерел.

Покращення якості новин.

Спроба здійснити вплив на політику та законодавство стосовно роботи ЗМІ

Покращення управлінського потенціалу організацій громадянського суспільства українських ЗМІ.

Покращення спроможності новинних агенств

Інше (будь ласка, уточніть)

20. Які інші пропозиції та рекомендації Ви можете запропонувати для подальшої роботи проекту У-Медіа?

Будь ласка, вкажіть Вашу особисту інформацію:

21. Яка Ваша стать?

- Чоловік
- Жінка
- Не вказано

22. Який Ваш вік?

23. Який Ваш найвищий освітній ступінь?

24. Який Ваш досвід роботи у сфері ЗМІ в Україні?

Дякуємо за участь у цьому опитуванні! Ваші відповіді допоможуть нам оцінити успішність цієї програми та окреслити рекомендації щодо майбутніх медіа проектів в Україні!

Якщо у Вас виникнуть питання стосовно цього опитування або Ви захочете отримати додаткову інформацію, будь ласка звертайтеся до керівника нашої команди д. Катерини Цецура за адресою KTsetsura@socialimpact.com

Interview Protocol for Grantees in English

USAID/U-Media Key Informant Interviews Semi-structured Interview Protocol (Est. Time ~60-90 min)

Hello,

My name is _____ and I work for an organization called Social Impact. We were contracted by USAID to evaluate the U-Media project implemented by the Internews with funding by USAID. We are carrying out this evaluation to assess how well the program is meeting the needs of internal and external stakeholders like you and to find out how various aspects of the project have been working.

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. We want to hear your thoughts, based on your experience and your involvement with the project. The interview should not take more than 60-90 minutes to complete. Following the interview, we may want to contact you again in a few days to confirm or clarify some of the information you have shared with us.

Are you willing to be interviewed for this evaluation? **Yes** **No**

The information you provide will be essential to understand the achievements and limitations of the U-Media project. We may want to cite this discussion in support of our findings. However, if you would like to remain anonymous, you may inform us of this now or at any time in the next week following this interview. If so, we will not attribute any information that we receive to you, either in any report, transcript or notes from this discussion, or any conversations that we may have with persons outside of our evaluation team.

Would you like for the information you provide to be confidential? (No name can be attached to answers)
Yes **No**

If you have no objections, we would like to record this discussion, but we wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for data analysis purposes only.

Do you mind if we record the interview? **Yes** **No**

Name of Interviewee (for research data analysis only):

Organization/Agency:

Date of the Interview:

Introduction

I would like to start off by asking you a little bit about your organization and asking you about your thoughts on media development in Ukraine in the last few years.

I. Can you please tell us:

- How long have you been with the organization

- Job Title
- Job Responsibilities
- Your background (briefly: degree, years of experience)

2. Can you tell us a little bit about the role of your organization?

- Overall objectives/mission of the organization (Can the respondent clearly define the objectives/mission?)
- Please describe your structure, size and funding of your CSO. (Can the respondent describe the structure, size and funding of the institution?)

3. In your opinion, how did the media situation in Ukraine change from 2011 to November 2013 and from November 2013 to today? Can you articulate two-three positive tendencies of that change? Two-three challenges? Please provide specific example.

4. In your opinion, what are the major driving forces behind this change?

5. Are you familiar with the U-Media project? If yes, can you describe what interactions your organization and you yourself have had with U-Media between 2010 and 2015?

6. Do you think U-Media influenced some change? If yes, why do you think that U-Media has had an impact?

7. How would you evaluate U-Media's impact improving news quality in Ukraine?

8. Do you think that U-Media is doing the right kinds of things, or supporting the right kinds of activities? Why or why not? Please provide example.

EQ1. Working with U-Media

- 1.1. How can you describe «media independence»?
- 1.2. What is «quality of news»?
- 1.3. How relevant are U-Media activities in promoting media independence?
- 1.4. How relevant is U-Media project in promotion quality of news?
- 1.5. Please name, at least, three advantages to working with U-Media for your organization:
- 1.6. Please name disadvantages, **if any**, to working with U-Media for your organization:

EQ2. Progress and Effectiveness

2.1. Has your organization received specific support from the U-Media project? Can you describe as fully as you can the kind of support that the U-Media project has provided?

- Training
- Grant (if grantee, look for specific examples beyond those available through document review)
- Opportunity to travel
- Other

Here are some questions about support you received from the U-Media project:

2.2. Was the funded project something that your organization proposed entirely on your own, or was it something that Internews helped shape? (If Internews shaped) Tell me a little more about Internews' role in shaping the project?

2.3. How, if anyhow, this U-Media funded project has been modified or changed in response to Ukraine's changing media and political landscape?

2.4. Have you had a chance to express how your needs changed as a result of changing environment in Ukraine? If so, how? If not, why not?

2.5. Please provide specific examples how Internews changed its tools and/or approaches as a result of these directly expressed needs.

2.6. Do you believe support you received is relevant to what your organization is trying to achieve (media independence, quality of news, freedom of speech, increase, increase the variety of news sources and improve news quality, CSO capacity)? If so, why? Please provide specific examples. If not, why not? Please provide specific examples.

EQ3. Utilizing Tools and Implementing Practices

3.1. Which of the U-Media supported trainings, projects and other activities do you think have been the most useful in promoting freedom of speech and/or an independent media? Why? Please provide specific examples.

3.2. Which of the U-Media supported trainings, projects and other activities do you think have been the most useful in increasing news quality and/or the variety of news available? Why? Please provide specific examples.

(Notes for interviewers: How useful and relevant is the U-Media approach with regard to promoting freedom of speech, media independence, increase the variety of news sources and improve news quality? Not just have they accomplished what they set out to do but is the project addressing what should be addressed for influencing media context in Ukraine?)

EQ4. Adaptation of Practices

4.1. Among practices and behaviors that U-Media promoted which did your organization adopt and actively use to influence media context in Ukraine? Please provide specific examples.

4.2. What practices and behaviors that U-Media promoted and your organization adopted and actively used to influence media context were/are most effective?

4.3. What practices and behaviors that U-Media promoted were adopted and actively used by your organization to influence media content in Ukraine?

4.4. What practices and behaviors that U-Media promoted and your organization adopted and actively used to influence media content were/are most effective?

4.5. Will your organization continue carrying forward with practices and behaviors U-Media promoted? If yes, how? Provide specific examples. If not, why not?

EQ5. Credit to U-Media for major changes

5.1. Do you think U-Media influenced change in media context in Ukraine? If yes, why do you think that U-Media has had an impact?

5.2. Do you think U-Media influenced change in media content in Ukraine? If yes, why do you think that U-Media has had an impact?

5.3. How would you evaluate U-Media's impact improving freedom of speech, media independence (Objective I) and news sources and news quality (Objective II) in Ukraine?

5.4. Do you think that U-Media is doing the right kinds of things, or supporting the right kinds of activities? Why or why not? Please provide example.

EQ6. Potential Modifications

6.1. If you could make recommendations to U-Media about what kind of work needs to be supported or what needs done to promote media independence in next 3-5 years, what would you advise them?

6.2. Please offer your recommendations for future programming to USAID.

6.3. Can you identify any key opportunities the project may be able to take advantage of or align with in future?

Perceived Changes

Note to the interviewers: The following questions are for non-grantees, experts, other stakeholders, NOT for grantees.

1. Please offer examples of at least two major changes in the media context in Ukraine that you perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations between 2010 and 2015?

2. Please offer examples of at least two major changes in **the media content** in Ukraine that you perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations between 2010 and 2015?

3. If you have difficulty identifying specific changes, why do you think that is the case?

INFO FOR INTERVIEWERS ONLY: PRACTICES AND BEHAVIORS FROM INTERNEWS

Per our discussion yesterday below please find the list of the practices & behavior that U-Media promoted, which were adopted and actively used by partners to influence on media (Objective I) and media content (Objective II).

Objective I:

- a. Use of credible data and methodologies to effectively monitor the media sector
- b. Maintenance of reliable information pertaining to media professionalism, independence, censorship and violations of laws protecting journalists and freedom of speech
- c. Establishing feedback mechanisms for journalists and citizens to report on ethical violations
- d. Promotion of transparency of media ownership allowing consumers to judge the objectivity of news
- e. Advocating for professional standards, protection of journalists' rights and press freedom
- f. Ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists.

Objective II:

- a. Increasing use of new media for obtaining local and national news and information
- b. Transformation of traditional media into convergent newsrooms
- c. Improving quality of TV, radio, print and online content produced by Ukrainian journalists
- d. Promotion of cross-regional exchanges, news coverage and content sharing
- e. Improving quality of elections campaigns coverage through balanced information about the electoral process and candidates' platforms. Cultivating debates culture.
- f. Focusing on policy issues of critical importance for Ukraine's future
- g. Production of substantial local content
- h. Facilitating news production for and about Crimea

Interview Protocol for Grantees in Ukrainian

USAID/U-Media

ПРОТОКОЛ ІНТЕРВ'Ю (Запланований час ~60 - 90 хвилин)

Цей протокол створений для інтерв'ювання 1-2 ключових респондентів

Не всі запитання треба задавати; інтерв'юери: будь ласка, керуйтеся підходом напівструктурованих інтерв'ю

Запишіть цитати, пов'язані з конкретними питаннями оцінювання, навіть якщо вони були висловлені у відповіді на інші питання оцінювання.

Доброго дня,

Моє ім'я _____ і я працюю для організації Social Impact. На замовлення USAID ми проводимо проект з оцінювання програми У-Медіа, яку здійснювала Internews-US за фінансування USAID. Ми проводимо оцінювання для того, щоб визначити, наскільки добре програма відповідає потребам внутрішніх та зовнішніх стейкхолдерів, таких, як ви, а також для того, щоб зрозуміти, як працюють різні складові програми.

Участь в інтерв'ю є добровільною; ви можете перервати його у будь-який момент, або перед, або в процесі інтерв'ю. Немає правильних чи неправильних відповідей. Ми хочемо почути ваші думки, які ґрунтуються на вашому досвіді та залученості до програми. Інтерв'ю займе приблизно 60-90

хвилин. Після інтерв'ю ми, можливо, захочимо знову звернутись до вас за кілька днів, щоб підтвердити або прояснити деяку інформацію, отриману від вас.

Чи хочете ви дати інтерв'ю для нашого проекту оцінювання? **Так Ні**

Інформація, яку ви надасте, буде важливою для розуміння досягнення та обмеження проєкту У-Медіа. Можливо, ми захочемо використати вашу цитату для підтримки та ілюстрації нашого аналізу. Втім, якщо ви хочете залишитись анонімом, можете повідомити нам про це зараз або в будь-який інший час протягом наступного тижня після інтерв'ю. Якщо так, ми не пов'язуватимемо інформацію, яку ми отримали від вас, з вами у звітах, транскрипті чи нотатках за результатами цієї зустрічі, а також в розмовах за межами нашої команди з оцінювання.

Чи хочете ви, щоб інформація, яку ви надасте, була конфіденційною? (Не можна згадувати ім'я в контексті відповідей) **Так Ні**

Якщо ви не проти, ми би хотіли записати цю розмову, але хочемо запевнити вас, що всі записи та нотатки залишаться конфіденційними і будуть збережені у надійному місці. Аудіозаписи будуть використовуватись суто для цілей аналізу даних.

Чи не заперечуєте ви, якщо ми запишемо інтерв'ю на диктофон? **Так Ні**

Ім'я респондента (лише для аналізу даних):

Організація/Агентство:

Дата інтерв'ю:

0. Вступ

Я би хотіла почати із запитання про вашу організацію, а також про ваші міркування щодо розвитку медіа в Україні протягом останніх років.

0.1. Чи можете ви розповісти? (ЗАПИТУВАТИ ЛИШЕ ЛЮДЕЙ, ЯКИХ МИ НЕ ЗНАЄМО - немає потреби запитувати Сюмар, Квіта, Федченко і т.д.)

- 0.1.1 Скільки часу ви працюєте в організації
- 0.1.2 Яка ваша посада
- 0.1.3 Які обов'язки
- 0.1.4 Чим ви займались (коротко: освіта, досвід)

0.2. Чи могли би ви розповісти про роль вашої організації? НЕМАЄ ПОТРЕБИ ЗАПИТУВАТИ ІНШИХ СТЕЙКХОЛДЕРІВ (УРЯД, МЕДІА ЕКСПЕРТІВ)

- 0.2.1. Загальні цілі/місія організації (Чи може респондент чітко сформулювати цілі/місію?)
- 0.2.2. Будь ласка, розкажіть про структуру, розмір та джерела фінансування вашої організації. (Чи може респондент описати структуру, розмір та джерела фінансування?) Яка частка фінансування, що надходить від проєкту У-Медіа?

0.3. Як, на вашу думку, змінилась ситуація в медіа в Україні в період з 2011 року до листопада 2013 року та з листопада 2013 року дотепер?

Визначіть, будь ласка, дві-три позитивні тенденції серед цих змін?

Два-три виклики? Будь ласка, надайте конкретні приклади.

0.4. Хто є рушієм цих змін, на вашу думку?

0.5. Чи знайомі ви з проектом У-Медіа? Якщо так, опишіть, будь ласка, ваш досвід взаємодії з проектом У-Медіа?

EQ1. Співпраця з У-Медіа

1.3. Наскільки доцільною є діяльність У-Медіа в напрямку **просування незалежності медіа**?

1.4. Наскільки доцільною є діяльність У-Медіа в напрямку **просування якісних новин**?

1.5. Будь ласка, **назвіть принаймні три переваги співпраці з У-Медіа** для вашої організації:

1.6. Будь ласка, **назвіть виклики, якщо такі є, у співпраці з У-Медіа** для вашої організації:

EQ2. Прогрес та Ефективність

2.1. **Яку саме допомогу отримала ваша організація від проекту У-Медіа? What specific support did your organization receive from the U-Media project?** Опишіть, будь ласка, якомога детальніше, яку підтримку надавав вам проект У-Медіа.

Зараз перейдемо до запитань про підтримку, яку ваша організація отримала від проекту У-Медіа:

2.3. **Чи були внесені зміни до Вашого проекту, фінансованого в рамках програми У-Медіа, у відповідь на зміни в українському медійному та політичному ландшафті? Якщо так - то які саме?**

2.4. Чи була у вас **можливість висловити думку про те, як змінились ваші потреби в результаті змін в українському середовищі?** Якщо так, яким чином? Якщо ні, чому?

2.5. Будь ласка, згадайте **конкретні приклади, як Інтерньюз змінювали свої інструменти/підходи в результаті висловлених/озвучених вами потреб.**

2.6. Чи вважаєте ви підтримку, яку ви отримали від проекту У-Медіа, релевантною для тих цілей, які прагне досягнути ваша організація (незалежність медіа, якість новин, свобода слова, збільшення чисельності новинних медіа, організаційна спроможність організації)? Якщо так, чому? Будь ласка, назвіть конкретні приклади. Якщо ні, чому ні? Будь ласка, назвіть конкретні приклади.

2.7. Якими були сильні та слабкі сторони Інтерньюз в реалізації проекту У-Медіа?

EQ3. Використання інструментів та реалізація практик

3.1. **Які тренінги, проекти та інші види діяльності, що їх здійснює проект Інтерньюз, є найкориснішими для просування свободи слова і/або незалежних медіа? Чому?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

3.2. **Які тренінги, проекти та інші види діяльності, що їх здійснює проект Інтерньюз, були, на вашу думку, найкориснішими для покращення якості новин та/або різноманіття новинних медіа? Чому?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

EQ4. Адаптація практик

4.1. Які з тих практик та моделей поведінки, що просував проект У-Медіа, ваша організація прийняла та активно використовує для впливу на медіаконтекст в Україні? Будь ласка, назвіть конкретні приклади.

4.2. Які **практики та моделі поведінки, що їх просував проект У-Медіа, були/є найбільше ефективними?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

4.3. Які з тих практик та моделей поведінки, що просував проект У-Медіа, ваша організація прийняла та активно використовує для впливу на медіаконтент в Україні?

4.4. Які з тих **практик та моделей поведінки, що їх просував проект У-Медіа** та які ваша організація прийняла і активно використовує для впливу на **медіаконтент, були/є найбільше ефективними?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

4.5. Чи ваша організація і далі буде застосовувати практики та моделі поведінки, що їх просував проект У-Медіа? Якщо так, яким чином? Назвіть конкретні приклади. Якщо ні, чому ні?

EQ5. Вплив У-Медіа на основні зміни

5. 1. Чи можете ви назвати **приклади принаймні двох головних змін в українському медіаконтексті**, які, на вашу думку, можуть бути **результатом**, повністю чи частково, **роботи У-Медіа та її організацій-партнерів у період 2011 - 2015 років?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

5. 2. Чи можете ви назвати **приклади принаймні двох головних змін в українському медіаконтенті**, які, на вашу думку, можуть бути **результатом**, повністю чи частково, **роботи У-Медіа та її організацій-партнерів у період 2011 - 2015 років?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

5.3. Як би ви оцінили **вплив У-Медіа на покращення ситуації зі свободою слова, незалежністю медіа (Завдання 1) та новинними медіа і якістю новин (Завдання 2) в Україні?**

5.4. Чи **робить У-Медіа правильні речі, чи підтримує правильні види діяльності?** Чому або чому ні?

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

EQ6. Потенційні зміни

6.1. Які би ви дали **рекомендації для У-Медіа щодо того, яку діяльність слід підтримувати для просування незалежності медіа протягом наступних 3-5 років?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

6.2. **Будь ласка, запропонуйте рекомендації для формування подальших програм USAID.**

Інтерв'юери: НЕ ОЗВУЧАЙТЕ ЦЕ респондентам. Можете озвучити лише, якщо їм потрібні підказки для відповідей.

- Підтримувати та просувати свободу слова та незалежність медіа?
- Збільшувати чисельність новинних медіа та покращувати якість новин?
- Покращувати середовище для медіа та свободи слова?
- Покращувати організаційну спроможність українських медійних NGOs?
- Чи вважаєте ви щось з цього недоречним та/або непотрібним? Якщо так, чому?
- Які інші ідеї та рекомендації ви можете запропонувати?

6.3. Чи можете ви ідентифікувати якісь ключові можливості, якими може скористатись Проект в майбутньому?

Інтерв'юери: НЕ ОЗВУЧАЙТЕ ЦЕ респондентам. Можете озвучити лише, якщо їм потрібні підказки для відповідей.

- Можливі ідеї для відповідей в міні-анкеті:
- Співпраця з зовнішніми стейкхолдерами
- Менеджерська допомога (Buy-in) від ключових стейкхолдерів
- Комунікація

Interview Protocol for Non-Grantees (Key Informants: Government Representatives, Media and Political Experts) in English:

USAID/U-Media NON-GRANTEE, EXPERT Interviews Semi-structured Interview Protocol (Est. Time ~60-90 min)

Hello,

My name is _____ and I work for an organization called Social Impact. We were contracted by USAID to evaluate the U-Media project implemented by the Internews with funding by USAID. We are carrying out this evaluation to assess how well the program is meeting the needs of internal and external stakeholders like you and to find out how various aspects of the project have been working.

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. We want to hear your thoughts, based on your experience and your involvement with the project. The interview should not take more than 60-90 minutes to complete. Following the interview, we may want to contact you again in a few days to confirm or clarify some of the information you have shared with us.

Are you willing to be interviewed for this evaluation? **Yes** **No**

The information you provide will be essential to understand the achievements and limitations of the U-Media project. We may want to cite this discussion in support of our findings. However, if you would like to remain anonymous, you may inform us of this now or at any time in the next week following this interview. If so, we will not attribute any information that we receive to you, either in any report, transcript or notes from this discussion, or any conversations that we may have with persons outside of our evaluation team.

Would you like for the information you provide to be confidential? (No name can be attached to answers)
Yes **No**

If you have no objections, we would like to record this discussion, but we wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for data analysis purposes only.

Do you mind if we record the interview? **Yes** **No**

Name of Interviewee (for research data analysis only):

Organization/Agency:

Date of the Interview:

0. Introduction

I would like to start off by asking you a little bit about your organization and asking you about your thoughts on media development in Ukraine in the last few years.

0.1. Can you please tell us: (ONLY ASK PEOPLE WHOM WE DO NOT KNOW – no need to ask Sumar, Kvit, Fedchenko, etc.)

- 0.1.1 How long have you been with the organization
- 0.1.2 Job Title
- 0.1.3 Job Responsibilities
- 0.1.4 Your background (briefly: degree, years of experience)

0.2. Can you tell us a little bit about the role of your organization? NO NEED TO ASK OTHER STAKEHOLDERS (GOV, MEDIA EXPERTS) THIS Q

- 0.2.1. Overall objectives/mission of the organization (Can the respondent clearly define the objectives/mission?)
- 0.2.2. Please describe your structure, size and funding of your CSO. (Can the respondent describe the structure, size and funding of the institution?)

0.3. In your opinion, how did the media situation in Ukraine change from 2011 to November 2013 and from November 2013 to today?

Can you articulate two-three positive tendencies of that change?

Two-three challenges? Please provide specific example.

0.4. In your opinion, what are the one-two major driving forces behind this change?

0.5. Are you familiar with the U-Media project? If yes, can you describe what interactions your org. had with U-Media

EQ1. Working with U-Media

- 1.3. How relevant are U-Media activities in **promoting media independence**?
- 1.4. How relevant is U-Media project in **promotion quality of news**?
- 1.5. Please **name, at least, three advantages to working with U-Media** for your organization:
- 1.6. Please **name disadvantages, if any, of working with U-Media** for your organization:

EQ2. Progress and Effectiveness

2.1. What specific support did your organization receive from the U-Media project? Can you describe as fully as you can the kind of support that the U-Media project has provided?

2.3. How, if anyhow, this U-Media funded project has been modified or changed in response to Ukraine's changing media and political landscape?

2.4. Have you had a chance to express how your needs changed as a result of changing environment in Ukraine? If so, how? If not, why not?

2.5. Please provide specific examples how Internews changed its tools and/or approaches as a result of these directly expressed needs.

EQ3. Utilizing Tools and Implementing Practices

3.1. **U-Media supported trainings, projects and other activities** that are **the most useful in promoting freedom of speech and/or an independent media?** Why?

NOTETAKER: Record specific examples.

3.2. **U-Media supported trainings, projects and other activities** do you think have been the most **useful in increasing news quality and/or the variety of news available?** Why?

NOTETAKER: record specific examples.

EQ4. Adaptation of Practices

4.2. What **practices and behaviors that U-Media were/are most effective?**

NOTETAKER: record specific examples.

4.4. What **practices and behaviors that U-Media** promoted and your organization adopt and actively use to influence **media content were/are most effective?**

NOTETAKER: record specific examples.

EQ5. Credit to U-Media for major changes

5. 1. Can you provide **Examples of at least two major changes in the media context in Ukraine** that you perceive **to be the result**, in whole or in part, of **the work of U-Media and its partner organizations between 2011 and 2015?**

NOTETAKER: record direct examples

5. 2. Can you provide **Examples of at least two major changes in the media content in Ukraine** that you perceive **to be the result**, in whole or in part, of **the work of U-Media and its partner organizations between 2011 and 2015?**

NOTETAKER: record direct examples

5.3. How would you evaluate **U-Media's impact improving freedom of speech, media independence (Objective I) and news sources and news quality (Objective II) in Ukraine?**

5.4. **U-Media is doing the right kinds of things, or supporting the right kinds of activities?** Why or why not?

NOTETAKER: record specific examples with quotes.

EQ6. Potential Modifications

6.1. **Recommendations to U-Media about what kind of work needs to be supported to promote media independence in next 3-5 years**

Notetaker: record direct quotes

6.2. **Please offer your recommendations for future programming to USAID.**

6.3. **Can you identify any key opportunities the project may be able to take advantage of or align with in future?**

Case Study Interview Protocol in English

USAID/U-Media

CASE STUDY INTERVIEW PROTOCOL

(Est. Time ~120 - 180 min)

This Protocol is designed to be used for interviewing 1-2 Key Informants AND 2-3 other members of the organization

Not all questions should be asked; interviewers: please use semi-structured approach

Record quotes related to specific EQs even if they were prompted by other EQ questions.

Hello,

My name is _____ and I work for an organization called Social Impact. We were contracted by USAID to evaluate the U-Media project implemented by the Internews with funding by USAID. We are carrying out this evaluation to assess how well the program is meeting the needs of internal and external stakeholders like you and to find out how various aspects of the project have been working.

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. We want to hear your thoughts, based on your experience and your involvement with the project. The interview should not take more than 60-90 minutes to complete. Following the interview, we may want to contact you again in a few days to confirm or clarify some of the information you have shared with us.

Are you willing to be interviewed for this evaluation? **Yes** **No**

The information you provide will be essential to understand the achievements and limitations of the U-Media project. We may want to cite this discussion in support of our findings. However, if you would like to remain anonymous, you may inform us of this now or at any time in the next week following this interview. If so, we will not attribute any information that we receive to you, either in any report, transcript or notes from this discussion, or any conversations that we may have with persons outside of our evaluation team.

Would you like for the information you provide to be confidential? (No name can be attached to answers)
Yes **No**

If you have no objections, we would like to record this discussion, but we wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for data analysis purposes only.

Do you mind if we record the interview? **Yes** **No**

Name of Interviewee (for research data analysis only):

Organization/Agency:

Date of the Interview:

0. Introduction

I would like to start off by asking you a little bit about your organization and asking you about your thoughts on media development in Ukraine in the last few years.

0.1. Can you please tell us: (ONLY ASK PEOPLE WHOM WE DO NOT KNOW – no need to ask Sumar, Kvit, Fedchenko, etc.)

0.1.1 How long have you been with the organization

0.1.2 Job Title

0.1.3 Job Responsibilities

0.1.4 Your background (briefly: degree, years of experience)

0.2. Can you tell us a little bit about the role of your organization? NO NEED TO ASK OTHER STAKEHOLDERS (GOV, MEDIA EXPERTS) THIS Q

0.2.1. Overall objectives/mission of the organization (Can the respondent clearly define the objectives/mission?)

0.2.2. Please describe your structure, size and funding of your CSO. (Can the respondent describe the structure, size and funding of the institution?). What part of funding comes from U-Media?

0.3. In your opinion, how did the media situation in Ukraine change from 2011 to November 2013 and from November 2013 to today?

Can you articulate two-three positive tendencies of that change?

Two-three challenges? Please provide specific example.

0.4. In your opinion, what are the one-two major driving forces behind this change?

0.5. Are you familiar with the U-Media project? If yes, can you describe what interactions your org. had with U-Media

EQ1. Working with U-Media

1.3. How relevant are U-Media activities in **promoting media independence?**

1.4. How relevant is U-Media project in **promotion quality of news?**

1.5. Please **name, at least, three advantages to working with U-Media** for your organization:

1.6. Please **name disadvantages, if any, of working with U-Media** for your organization:

EQ2. Progress and Effectiveness

2.1. What specific support did your organization receive from the U-Media project? Can you describe as fully as you can the kind of support that the U-Media project has provided?

- Training
- Grant (if grantee, look for specific examples beyond those available through document review)
- Opportunity to travel
- Other

Here are some questions about support you received from the U-Media project:

2.3. How, if anyhow, this U-Media funded project has been modified or changed in response to Ukraine's changing media and political landscape?

2.4. Have you had a chance to express how your needs changed as a result of changing environment in Ukraine? If so, how? If not, why not?

2.5. Please provide specific examples how Internews changed its tools and/or approaches as a result of these directly expressed needs.

2.6. Do you believe support you received is relevant to what your organization is trying to achieve (media independence, quality of news, freedom of speech, increase, increase the variety of news sources and improve news quality, CSO capacity)? If so, why? Please provide specific examples. If not, why not? Please provide specific examples.

2.7. What have been the strengths and/or weaknesses of the Internews to delivering the U-Media project?

Follow-up questions:

- Did Internews communicate well with partners? Please provide examples of successes or challenges.
- Did Internews engage partners and others in decision-making and consultation? Please share specific examples of such engagement.

EQ3. Utilizing Tools and Implementing Practices

3.1. **U-Media supported trainings, projects and other activities** that are **the most useful in promoting freedom of speech and/or an independent media?** Why?

NOTE TAKER: Record specific examples.

3.2. **U-Media supported trainings, projects and other activities** do you think have been the most **useful in increasing news quality and/or the variety of news available?** Why?

NOTE TAKER: record specific examples.

EQ4. Adaptation of Practices

4.1. Among practices and behaviors that U-Media promoted which did your organization adopt and actively use to influence media context in Ukraine? Please provide specific examples.

Follow-up questions:

- Does your organization apply the practices?
- If yes, how? Has this changed how your organization works? Did these practices benefit your organization? If so, in what ways? If not, why not?
 - o What the practices and behaviors helped you to do work more efficiently? Provide specific examples.
 - o What practices and behaviors did you adopt to influence the media context? Provide examples.
 - o Which practices and behaviors were most useful in influencing **media content**?
- If not, why did you not apply the practices?
 - o Investigate possible options with follow-up questions and specific examples. Some answers may include (but not limited to (these are also possible suggestions for the mini-survey responses):
 1. Lack of capacity
 2. Lack of management buy-in
 3. Time/Cost issues

4.2. What **practices and behaviors that U-Media were/are most effective?**

NOTE TAKER: record specific examples.

4.3. What practices and behaviors that U-Media promoted were adopted and actively used by your organization to influence media content in Ukraine?

Follow-up questions:

- Does your organization apply the practices?
- If yes, how? Have these practices changed how your organization works? Did these practices benefit your organization? If so, in what ways? If not, why not?
 - o What the practices and behaviors helped you to do work more efficiently? Provide specific examples.
 - o What practices and behaviors did you adopt to influence the media content? Provide examples.
- If not, why did you not apply the practices?
 - o Investigate possible options with follow-up questions and specific examples. Some answers may include (but not limited to):
 1. Lack of capacity
 2. Lack of management buy-in
 3. Time/Cost issues

4.4. What **practices and behaviors that U-Media** promoted and your organization adopt and actively use to influence **media content were/are most effective**?

NOTE TAKER: record specific examples.

4.5. Will your organization continue carrying forward with practices and behaviors U-Media promoted? If yes, how? Provide specific examples. If not, why not?

Follow-up questions: SHOULD BE ASKED FROM Key Informants AND OTHER MEMBERS OF ORG-N

4.5.1. Describe any specific challenges in applying these practices and behaviors as you move forward?

4.5.2. In what ways does the current political and socio-economic environment help or hurt the ability to support the continued use of these practices? Please explain your answer and provide specific examples.

4.5.3. Was the U-Media support consistent and adaptable with its goals and needs in light of the changing media environment? Please share examples.

4.5.4. Was U-Media sensitive to the changing political environment?

NOT NEEDED IF NO TIME: 4.5.5. How do you plan to sustain/expand your activities?

EQ5. Credit to U-Media for major changes

5. 1. Can you provide **examples of at least two major changes in the media context in Ukraine** that you perceive **to be the result**, in whole or in part, of **the work of U-Media and its partner organizations between 2011 and 2015**?

NOTE TAKER: record specific examples

5. 2. Can you provide **Examples of at least two major changes in the media content in Ukraine** that you perceive **to be the result**, in whole or in part, of **the work of U-Media and its partner organizations? between 2011 and 2015**

NOTE TAKER: record specific examples

5.3. How would you evaluate U-Media's impact improving freedom of speech, media independence (Objective I) and news sources and news quality (Objective II) in Ukraine?

5.4. U-Media is doing the right kinds of things, or supporting the right kinds of activities? Why or why not?

NOTETAKER: record specific examples with quotes.

EQ6. Potential Modifications

6.1. Recommendations to U-Media about what kind of work needs to be supported to promote media independence in next 3-5 years

NOTETAKER: record direct quotes

6.2. Please offer your recommendations for future programming to USAID.

Interviewers: DO NOT SAY THESE ONES TO interviewees unless prompt is needed.

- Support and promote freedom of speech and media independence?
- Increase the variety of news sources and improve news quality?
- Improve the Enabling Environment for Media and Freedom of Speech?
- Improve Organizational Capacity of Ukrainian Media CSOs?
- Do you see any of these irrelevant and/or not necessary? If so, why?
- What other suggestions and recommendations can you offer?

6.3. Can you identify any key opportunities the project may be able to take advantage of or align with in future?

Interviewers: DO NOT SAY THESE ONES TO interviewees unless prompt is needed.

- Possible suggestions for the mini-survey responses:
- Collaboration with external stakeholders
- Buy-in from key stakeholders
- Communication

Case Study Interview Protocol in Ukrainian

USAID/U-Media

ПРОТОКОЛ ІНТЕРВ'Ю ДЛЯ КЕЙС-СТАДІ (Запланований час ~120 - 180 хвилин)

Цей протокол створений для інтерв'ювання 1-2 ключових респондентів ТА 2-3 інших членів організації

Не всі запитання треба задавати; інтерв'юери: будь ласка, керуйтеся підходом напівструктурованих інтерв'ю

Запишіть цитати, пов'язані з конкретними питаннями оцінювання, навіть якщо вони були висловлені у відповіді на інші питання оцінювання.

Доброго дня,

Моє ім'я _____ і я працюю для організації Social Impact. На замовлення USAID ми проводимо проект з оцінювання програми У-Медіа, яку здійснювала Internews-US за фінансування USAID. Ми проводимо оцінювання для того, щоб визначити, наскільки добре програма відповідає потребам внутрішніх та зовнішніх стейкхолдерів, таких, як ви, а також для того, щоб зрозуміти, як працюють різні складові програми.

Участь в інтерв'ю є добровільною; ви можете перервати його у будь-який момент, або перед, або в процесі інтерв'ю. Немає правильних чи неправильних відповідей. Ми хочемо почути ваші думки, які ґрунтуються на вашому досвіді та залученості до програми. Інтерв'ю займе приблизно 60-90 хвилин. Після інтерв'ю ми, можливо, захочимо знову звернутись до вас за кілька днів, щоб підтвердити або прояснити деяку інформацію, отриману від вас.

Чи хочете ви дати інтерв'ю для нашого проекту оцінювання? **Так Ні**

Інформація, яку ви надасте, буде важливою для розуміння досягнення та обмеження проєкту У-Медіа. Можливо, ми захочемо використати вашу цитату для підтримки та ілюстрації нашого аналізу. Втім, якщо ви хочете залишитись анонімом, можете повідомити нам про це зараз або в будь-який інший час протягом наступного тижня після інтерв'ю. Якщо так, ми не пов'язуватимемо інформацію, яку ми отримали від вас, з вами у звітах, транскрипті чи нотатках за результатами цієї зустрічі, а також в розмовах за межами нашої команди з оцінювання.

Чи хочете ви, щоб інформація, яку ви надасте, була конфіденційною? (Не можна згадувати ім'я в контексті відповідей) **Так Ні**

Якщо ви не проти, ми би хотіли записати цю розмову, але хочемо запевнити вас, що всі записи та нотатки залишаться конфіденційними і будуть збережені у надійному місці. Аудіозаписи будуть використовуватись суто для цілей аналізу даних.

Чи не заперечуєте ви, якщо ми запишемо інтерв'ю на диктофон? **Так Ні**

Ім'я респондента (лише для аналізу даних):

Організація/Агентство:

Дата інтерв'ю:

0.Вступ

Я би хотіла почати із запитання про вашу організацію, а також про ваші міркування щодо розвитку медіа в Україні протягом останніх років.

0.1. Чи можете ви розповісти? (ЗАПИТУВАТИ ЛИШЕ ЛЮДЕЙ, ЯКИХ МИ НЕ ЗНАЄМО - немає потреби запитувати Сюмар, Квіта, Федченко і т.д.)

- 0.1.1 Скільки часу ви працюєте в організації
- 0.1.2 Яка ваша посада
- 0.1.3 Які обов'язки
- 0.1.4 Чим ви займались (коротко: освіта, досвід)

0.2. Чи могли би ви розповісти про роль вашої організації? НЕМАЄ ПОТРЕБИ ЗАПИТУВАТИ ІНШИХ СТЕЙКХОЛДЕРІВ (УРЯД, МЕДІА ЕКСПЕРТІВ)

- 0.2.1. Загальні цілі/місія організації (Чи може респондент чітко сформулювати цілі/місію?)
- 0.2.2. Будь ласка, розкажіть про структуру, розмір та джерела фінансування вашої організації. (Чи може респондент описати структуру, розмір та джерела фінансування?) Яка частка фінансування, що надходить від проекту У-Медіа?

0.3. Як, на вашу думку, змінилась ситуація в медіа в Україні в період з 2011 року до листопада 2013 року та з листопада 2013 року дотепер?

Визначіть, будь ласка, дві-три позитивні тенденції серед цих змін? **С**

Два-три виклики? Будь ласка, надайте конкретні приклади.

0.4. Хто є рушієм цих змін, на вашу думку?

0.5. Чи знайомі ви з проектом У-Медіа? Якщо так, опишіть, будь ласка, ваш досвід взаємодії з проектом У-Медіа?

EQ1. Співпраця з У-Медіа

- 1.3. Наскільки доцільною є діяльність У-Медіа в напрямку **просування незалежності медіа?**
- 1.4. Наскільки доцільною є діяльність У-Медіа в напрямку **просування якісних новин?**
- 1.5. Будь ласка, **назвіть принаймні три переваги співпраці з У-Медіа** для вашої організації:
- 1.6. Будь ласка, назвіть **виклики, якщо такі є, у співпраці з У-Медіа** для вашої організації:

EQ2. Прогрес та Ефективність

2.1. Яку саме допомогу отримала ваша організація від проекту У-Медіа? What specific support did your organization receive from the U-Media project? Опишіть, будь ласка, якомога детальніше, яку підтримку надавав вам проект У-Медіа.

- Навчання (участь в тренінгах)
- Грант (якщо відповідає грантер, спробуйте дізнатись про конкретні приклади, які не вказувались у звітах)
- Можливість подорожувати
- Інше

Зараз перейдемо до запитань про підтримку, яку ваша організація отримала від проекту У-Медіа:

2.3. Чи були внесені зміни до Вашого проекту, фінансованого в рамках програми У-Медіа, у відповідь на зміни в українському медійному та політичному ландшафті? Якщо так - то які саме?

2.4. Чи була у вас можливість висловити думку про те, як змінились ваші потреби в результаті змін в українському середовищі? Якщо так, яким чином? Якщо ні, чому?

2.5. Будь ласка, згадайте конкретні приклади, як Інтерньюз змінювали свої інструменти/підходи в результаті висловлених/озвучених вами потреб.

2.6. Чи вважаєте ви підтримку, яку ви отримали від проекту У-Медіа, релевантною для тих цілей, які прагне досягнути ваша організація (незалежність медіа, якість новин, свобода слова, збільшення чисельності новинних медіа, організаційна спроможність організації)? Якщо так, чому? Будь ласка, назвіть конкретні приклади. Якщо ні, чому ні? Будь ласка, назвіть конкретні приклади.

2.7. Якими були сильні та слабкі сторони Інтерньюз в реалізації проекту У-Медіа?

Можливі наступні запитання:

- Чи Інтерньюз добре комунікував з партнерами? Будь ласка, назвіть приклади успіхів або викликів.
- Чи Інтерньюз залучав партнерів та інших до процесу прийняття рішень на консультацій? Будь ласка, поділіться конкретними прикладами такого залучення.

EQ3. Використання інструментів та реалізація практик

3.1. Які тренінги, проекти та інші види діяльності, що їх здійснює проект Інтерньюз, є найкориснішими для просування свободи слова і/або незалежних медіа? Чому?

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

3.2. Які тренінги, проекти та інші види діяльності, що їх здійснює проект Інтерньюз, були, на вашу думку, найкориснішими для покращення якості новин та/або різноманіття новинних медіа? Чому?

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

EQ4. Адаптація практик

4.1. Які з тих практик та моделей поведінки, що просував проект У-Медіа, ваша організація прийняла та активно використовує для впливу на медіаконтекст в Україні? Будь ласка, назвіть конкретні приклади.

Можливі наступні запитання:

- Чи застосовує ваша організація ці практики?
- Якщо так, як? Чи це змінило роботу вашої організації? Чи ці практики посприяли для вашої організації? Якщо так, яким чином? Якщо ні, чому ні?
 - o Які з цих практик та моделей поведінки допомогли вам працювати більше ефективно? Будь ласка, назвіть конкретні приклади.
 - o Які з цих практик та моделей поведінки ви прийняли для того, щоб впливати на **медіаконтекст**? Будь ласка, назвіть конкретні приклади.
- Якщо ні, чому ви не застосовували ці практики?

- о Дослідіть можливі пояснення за допомогою додаткових питань та конкретних прикладів. Деякі відповіді можуть згадувати (але не обмежуються ними (це також можливі пояснення відповідей в міні-анкетах):

1. Брак спроможності
2. Брак зміни менеджменту (Lack of management buy-in)
3. Питання часу/затрат

4.2. Які практики та моделі поведінки, що їх просував проект У-Медіа, були/є найбільше ефективними?

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

4.3. Які з тих практик та моделей поведінки, що просував проект У-Медіа, ваша організація прийняла та активно використовує для впливу на медіаконтент в Україні?

Можливі наступні запитання:

- Чи застосовує ваша організація ці практики?
- Якщо так, як? Чи це змінило роботу вашої організації? Чи ці практики посприяли для вашої організації? Якщо так, яким чином? Якщо ні, чому ні?
 - о Які з цих практик та моделей поведінки допомогли вам працювати більше ефективно? Будь ласка, назвіть конкретні приклади.
 - о Які з цих практик та моделей поведінки були найбільш корисними для впливу на **медіаконтент?**
- ✓ Якщо ні, чому ви не застосовували ці практики?
 - о Дослідіть можливі пояснення за допомогою додаткових питань та конкретних прикладів. Деякі відповіді можуть згадувати (але не обмежуються ними):
 1. Брак спроможності
 2. Брак зміни менеджменту (Lack of management buy-in)
 3. Питання часу/затрат

4.4. Які з тих практик та моделей поведінки, що їх просував проект У-Медіа та які ваша організація прийняла і активно використовує для впливу на медіаконтент, були/є найбільше ефективними?

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

4.5. Чи ваша організація і далі буде застосовувати практики та моделі поведінки, що їх просував проект У-Медіа? Якщо так, яким чином? Назвіть конкретні приклади. Якщо ні, чому ні?

Можливі наступні запитання: МАЮТЬ БУТИ ЗАДАНІ ЛИШЕ ключовим респондентам ТА ІНШИМ ЧЛЕНАМ ОРГАНІЗАЦІЇ

4.5.1. Опишіть конкретні виклики у застосуванні цих практик та моделей поведінки у вашій роботі?

4.5.2. Яким чином сьогоднішня політична та соціо-економічна ситуація допомагають або шкодять можливості підтримувати використання цих практик? Будь ласка, поясніть вашу відповідь та назвіть конкретні приклади.

4.5.3. Чи була підтримка У-Медіа послідовною та адаптивною до її цілей та потреб у світлі змін в медіасередовищі? Будь ласка, поділіться прикладами.

4.5.4. Чи реагував проект У-Медіа на зміни в політичному середовищі? НЕ ПОТРІБНО, ЯКЩО НЕМАЄ ЧАСУ:

4.5.5. Як ви плануєте підтримувати/розширювати вашу діяльність?

EQ5. Вплив У-Медіа на основні зміни

5. 1. Чи можете ви назвати **приклади принаймні двох головних змін в українському медіаконтексті**, які, на вашу думку, можуть бути **результатом**, повністю чи частково, **роботи У-Медіа та її організацій-партнерів у період 2011 - 2015 років?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

5. 2. Чи можете ви назвати **приклади принаймні двох головних змін в українському медіаконтенті**, які, на вашу думку, можуть бути **результатом**, повністю чи частково, **роботи У-Медіа та її організацій-партнерів у період 2011 - 2015 років?**

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

5.3. Як би ви оцінили вплив У-Медіа на покращення ситуації зі свободою слова, незалежністю медіа (Завдання 1) та новинними медіа і якістю новин (Завдання 2) в Україні?

5.4. Чи **робить У-Медіа правильні речі**, чи **підтримує правильні види діяльності**? Чому або чому ні?

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

EQ6. Потенційні зміни

6.1. Які би ви дали рекомендації для У-Медіа щодо того, яку діяльність слід підтримувати для просування незалежності медіа протягом наступних 3-5 років?

ДЛЯ НОУТ-ТЕЙКЕРА: запишіть конкретні приклади.

6.2. Будь ласка, запропонуйте рекомендації для формування подальших програм USAID.

Інтерв'юери: НЕ ОЗВУЧУЙТЕ ЦЕ респондентам. Можете озвучити лише, якщо їм потрібні підказки для відповідей.

- Підтримувати та просувати свободу слова та незалежність медіа?
- Збільшувати чисельність новинних медіа та покращувати якість новин?
- Покращувати середовище для медіа та свободи слова?
- Покращувати організаційну спроможність українських медійних NGOs?
- Чи вважаєте ви щось з цього недоречним та/або непотрібним? Якщо так, чому?
- Які інші ідеї та рекомендації ви можете запропонувати?

6.3. Чи можете ви ідентифікувати якісь ключові можливості, якими може скористатись Проект в майбутньому?

Інтерв'юери: НЕ ОЗВУЧУЙТЕ ЦЕ респондентам. Можете озвучити лише, якщо їм потрібні підказки для відповідей.

- Можливі ідеї для відповідей в міні-анкеті:
- Співпраця з зовнішніми стейкхолдерами
- Менеджерська допомога (Buy-in) від ключових стейкхолдерів
- Комунікація

Case Study Template

Organization	
Partner type	
Location	
Grant amount	
Funding period	
Description of funded project	
Q1: Advantages and disadvantages	
Q2: How did Internews tailor?	This might be n/a for some of the cases
Q3: Useful tools and approaches?	
Q4: Practices and behaviors adopted	
Q5: Major changes	

Then you can add fields that you think would be helpful – like lessons learned, which could feed into questions 6 for recommendations.

List of Practices and Behaviors for Evaluation Question 4, Prepared and Presented by the Implementing Partner, Internews

Social Impact's Weekly Report Evaluation of USAID/U-Media Project in Ukraine Practices and Behaviors from Internews/U-Media

EXACT WORDING FROM INTERNEWS:

Per our discussion yesterday below please find the list of the practices & behavior that U-Media promoted, which were adopted and actively used by partners to influence on media (Objective I) and media content (Objective II).

Objective I:

- Use of credible data and methodologies to effectively monitor the media sector
- Maintenance of reliable information pertaining to media professionalism, independence, censorship and violations of laws protecting journalists and freedom of speech
- Establishing feedback mechanisms for journalists and citizens to report on ethical violations
- Promotion of transparency of media ownership allowing consumers to judge the objectivity of news
- Advocating for professional standards, protection of journalists' rights and press freedom
- Ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists.

Objective II:

- Increasing use of new media for obtaining local and national news and information
- Transformation of traditional media into convergent newsrooms
- Improving quality of TV, radio, print and online content produced by Ukrainian journalists
- Promotion of cross-regional exchanges, news coverage and content sharing
- Improving quality of elections campaigns coverage through balanced information about the electoral process and candidates' platforms. Cultivating debates culture.
- Focusing on policy issues of critical importance for Ukraine's future
- Production of substantial local content
- Facilitating news production for and about Crimea

ANNEX IV: OUTBRIEF SUMMARY OF THE EVALUATION RESULTS

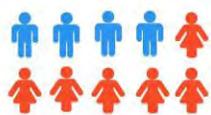


U-Media Evaluation

Summary of Results



Gender of participants

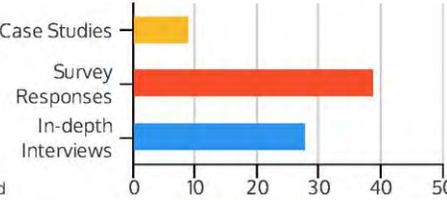


Survey Response rate: 57 %
Qualitative data: 75 hrs.

Methodology

-  Desk Research (1500pg.)
-  Online Survey (n=39)
-  28 Interviews in Kyiv
-  9 Case studies
-  Trips to Mykolayiv and Lviv

Case Studies



Methodology	Count
Case Studies	10
Survey Responses	40
In-depth Interviews	30

Findings: Advantages of working with U-Media

Flexible



Org. Support



Long-term support



Responsive



Available



Collaborative



Ready to help



Partner



Overall Evaluation Recommendations

-  Multimedia Start-ups
-  Regional Media
-  Media Literacy
-  Journalism Education



New idea



Increase



Increase



Continue

Major Influences of U-Media, 2011-2015

Survey, 10-pts. scale

- Freedom of speech in Ukraine (M=7.4)
- Regional independent media (M=6.4)
- Independence of media in Ukraine (M=6.1)

OTHER STRATEGIC RECOMMENDATIONS



Collaboration among grantees and donors



Open registry of all supported projects



Review timing of program reporting



Support open expert platforms



Public data on ratings, monitoring, readership, etc.



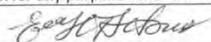
Strategic, coordinated, outcome-based projects

ANNEX V: DISCLOSURE OF ANY CONFLICTS OF INTEREST

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Katerina Tsetsura
Title	Team Leader
Organization	Social Impact, Inc.
Evaluation Position?	<input checked="" type="checkbox"/> X Team Leader <input type="checkbox"/>
Evaluation Award Number (contract or other instrument)	AID-OAA-M-13-00011
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Ukraine PE
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> No <input type="checkbox"/>
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

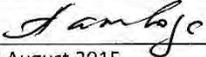
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	19 August 2015

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Lyubov Palyvoda
Title	Local Evaluation Specialist
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	AID-OAA-M-13-00011
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Ukraine PE
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	19 August 2015

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Dariya Orlova
Title	Local Media Specialist
Organization	Social Impact, Inc.
Evaluation Position?	Team Leader <input type="radio"/> Team member <input checked="" type="radio"/>
Evaluation Award Number (contract or other instrument)	AID-OAA-M-13-00011
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Ukraine PE
I have real or potential conflicts of interest to disclose.	Yes <input type="radio"/> No <input checked="" type="radio"/>
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this

disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	20 August 2015

ANNEX VI: DOCUMENTS REVIEWED

Internews and USAID Documentation

Y2 ImplementationPlan Internews UMedia Final
UMEDIA_Mod 4
UMEDIA_Mod 5
UMEDIA_PD_CA
U-Media_MEP_YEAR 4 (EPP+elections)
U-Media Year 2 Annual Report FINAL
U-Media AR Oct 2011-Sep 2012 final
UkraineMediaProject_Y1_ImplementationPlan Final
rfa-121-11-000001_amendment_01_ukraine_media_project(1)
RFA-121-11-000001 UKRAINE MEDIA PROJECT
Implementation Plan Y4 Final
Implementation Plan Y3_Umedia_Final I
FINAL U-Media Year 3 Annual Report

Sub-Grantee Documentation

All grant-related documents, including proposals, agreements, plans, and reports, for U-Media sub-grantees. This included over 1,500 pages of documentation. In the interest of brevity, we are not including a list of all the documents consulted.

ANNEX VII: LIST OF KEY INFORMANTS, FOCUS GROUP DISCUSSANTS, AND SURVEY RESPONDENTS

People interviewed: Because all participants were promised confidentiality, the team cannot reveal the names of the interviewees. The team interviewed a total of 49 individuals, of whom 24 were male and 25 were female. Not included in this count are five USAID personnel who participated in in-brief and out-brief activities. (See Table A-2.)

Table A-2. Respondent Breakdown by Type

Respondent type	Male	Female	Total
Institutional partners	4	5	9
Core partners	8	8	16
Emerging partners	2	3	5
Donor representatives	1	6	7
Government representatives	4	2	6
Media, media education, and political experts	5	1	6
Total	24	25	49

List of 68 organizations invited to participate in the survey; 36 provided complete responses, for a response rate of 53%.

- Internews Ukraine (IUA)
- Telekritika (TK)
- Independent Association of Broadcasters (IAB)
- Information Press Center (IPC)
- Regional Press Development Institute (RPDI)
- Institute of Mass Information (IMI)
- Academy of Ukrainian Press (AUP)
- Media Law Institute (MLI)
- Suspilnist (Society) Foundation (SF)
- Independent Media Trade Union of Ukraine (IMTUU)
- Lviv Press Club (LPC)
- Center for Ukrainian Reform Education
- Ukrainian Association of Press Publishers (UAPP)
- Citizen bureau Svidomo

- Hromadske.TV
- Suspilne TV Foundation (First National Channel)
- International public organization The Pylyp Orlyk Institute for Democracy (POID)
- Institute for World Policy (IWP)
- Mykolaiv Center for Investigative Reporting (CIR)
- Association PromCom
- Volyn Press Club, Lutsk
- Kafa, Informtavrika, Crimea
- Briz, Crimea
- Guards of Democracy NGO
- Rivne Agency for Investigative Reporting (RAIR)
- Informational Press Center Sebastopol
- Nashi Groshi
- Ternopil Press Club
- NGO Center UA
- Ternopil Women's Association
- Donetsk Committee of Voters of Ukraine, Donetsk
- Sumy City NGO Center for Regional Policy Studies (CRPS)
- Crimean Center for Investigative Reporting
- ISAR Ednannia
- Ukrainian Catholic University, Lviv
- Association of Free Journalists
- Tavriya Institute for Regional Development (TIRD)
- NGO Crimean Media Group (CMG)
- NGO Platforma Idey (PI)
- Media Center IPC–Sevastopol
- NGO Resource Center “Kurman” Krasnogvardiyskiy District (KURMAN)
- TVi channel (Interprofit Ltd.)
- Bakhchisaray region public organization Ukrainskiy Dim (Ukrainian House)
- Media Centre IPC–Feodosiya (IPCF)
- Zhytomyr regional youth civic organization “Modern Format” (MF)

- Center for Political Studies and Analytics (CPSA)
- Media-Project (Pravda newspaper)
- Zdolbuniv city youth NGO Analytical Center for City's Development (ZEON)
- Democratic Initiatives Foundation (DIF), named after Ilko Kucheriv
- Uzhgorod Press Club (UPC)
- Odessa Committee of Voters of Ukraine (OCVU)
- Kherson Press Club
- Public TV: Cherkasy, Cherkasy
- Chernivtsi
- TV company TV-7, Donetsk (Mariupol)
- Donetsk Institute of Information (based in Kyiv)
- Donetsk
- Lustration Anticorruption Council of Dnipropetrovsk Region (LACD)
- Dnipropetrovsk
- Center for Research on Donbass Social Perspectives
- Odesa
- Ltd. TRC Rivne-I, Rivne
- Sumy
- Zhytomyr
- LLC Radio station Velykyi Luh (Great Meadow), Zaporizhzhia

ANNEX VIII: CASE STUDY SUMMARIES

The following documents represent a summary analysis of findings. The data for the case studies were collected through multiple sources, including but not limited to desk document review; interviews with key informants; and interviews, observations, and additional document review during case studies.

All information that may potentially breach confidentiality agreement with participants has been eliminated. In each of these case studies, the team presents not the answers directly given by these organizations, but rather the responses to EQs, which are a result of the team's own analysis of data and recommendations, based on multiple sources of data.

Objective I: Support and promote freedom of speech and media independence															
Organization	<p>Academy of Ukrainian Press Founded in 2001 <i>Mission:</i> improvement of professional levels of Ukrainian journalists through increasing media standards and development of independent media in Ukraine <i>Main activity:</i> quantitative, sociological content analysis of major, top six TV channels; retraining of journalists; media literacy; translation and publication of educational textbooks and books on journalism; collection and analysis of information; research and studies; legislation advocacy; educational activity <i>Target audience:</i> media professionals, state authorities, wide audience of media customers Staff includes 8 permanent members and 27 contractors; 25–30 volunteers Other donors: UMF (Ukraine Media Fund), IRF, IREX (International Research and Exchanges Board)</p>														
Partner type	Core partner														
Location	Kyiv, Ukraine														
Percentage of funding from U-Media	<table border="1"> <caption>Percentage of funding from U-Media</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>33%</td> </tr> <tr> <td>2</td> <td>26%</td> </tr> <tr> <td>3</td> <td>54%</td> </tr> <tr> <td>4</td> <td>35%</td> </tr> <tr> <td>5</td> <td>43%</td> </tr> <tr> <td>6</td> <td>35%</td> </tr> </tbody> </table>	Period	Percentage	1	33%	2	26%	3	54%	4	35%	5	43%	6	35%
Period	Percentage														
1	33%														
2	26%														
3	54%														
4	35%														
5	43%														
6	35%														
Funding period	2012–ongoing														
Description of funded project	Data omitted as it may breach confidentiality														
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality														
Q2: How did Internews tailor	Data omitted as it may breach confidentiality														
Q3: Useful tools and approaches	<ul style="list-style-type: none"> • Content analysis of TV channels • Media literacy • Monitoring and keeping in touch with journalists working in Anti-Terrorist Operation Zones 														

<p>Q4: Practices and behaviors adopted</p>	<p><i>Objective I:</i></p> <ol style="list-style-type: none"> 1. Use of credible data and methodologies to effectively monitor the media sector 2. Maintenance of reliable information pertaining to media professionalism, independence, censorship, and violations of laws protecting journalists and freedom of speech by working with universities 3. Establishing feedback mechanisms for journalists and citizens to report on ethical violations: AUP prepared book on journalist ethics, participated in the work of national committee of journalists' ethics; consults journalists on ethical standards 4. Promotion of transparency of media ownership, allowing consumers to judge the objectivity of news 5. Advocating for professional standards, protection of journalists' rights and press freedom through training for students, journalists <p><i>Objective II:</i></p> <ol style="list-style-type: none"> 1. Improving quality of TV, radio, print, and online content produced by Ukrainian journalists 2. Improving quality of election campaign coverage through balanced information about the electoral process and candidates' platforms; cultivating a debate culture
<p>Q5: Major changes</p>	<ul style="list-style-type: none"> • Public broadcasting that needs good content <ul style="list-style-type: none"> • Civic initiatives that follow best media standards, for example Hromadske. TV • Internet-based initiatives with potential to grow into good projects: initiative Kazanskogo 4th power and initiative of Uvanov from Lugansk • Journalists' standards went down: information is not checked; reposting information from social networks becomes a norm. As a result, trust in media is decreasing (according to the Ukrainian public sociological survey, only 25% of population trust media and 45% do not). The level of trust is lowest in the modern history of Ukraine.
<p>Q6: Recommendations</p>	<ul style="list-style-type: none"> • Continue content analysis of major TV channels • Training young journalists, including work with students in universities, new employees in media, retraining professors in universities • Media literacy • Institutional support of media CSOs • Increase journalists' standards

Objective I: Support and promote freedom of speech and media independence															
Organization	<p>Independent Association of Broadcasters Founded in 2000. <i>Mission:</i> Development of civilized market of audiovisual content and promoting the prosperity of each participant <i>Main activity:</i> Legal, educational, and informational support to around 90 regional broadcasters; training to support electronic media sector <i>Target audience:</i> 90 regional broadcasters; journalists <i>Staff</i> includes 18 permanent members and consultants (expecting to hire 3 more) <i>Other donors:</i> SIDA, IRF, NED (National Endowment for Democracy), Vishegrad Fund</p>														
Partner type	Institutional partner														
Location	Kyiv														
Percentage of funding from U-Media	<table border="1"> <caption>Percentage of funding from U-Media</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>38%</td> </tr> <tr> <td>2</td> <td>40%</td> </tr> <tr> <td>3</td> <td>18%</td> </tr> <tr> <td>4</td> <td>38%</td> </tr> <tr> <td>5</td> <td>19%</td> </tr> <tr> <td>6</td> <td>23%</td> </tr> </tbody> </table>	Period	Percentage	1	38%	2	40%	3	18%	4	38%	5	19%	6	23%
Period	Percentage														
1	38%														
2	40%														
3	18%														
4	38%														
5	19%														
6	23%														
Funding period	2012–ongoing														
Description of funded project	Support to independent broadcasters through hotline and consultations on taxation, regulatory bodies; court appearances to 93 regional broadcasting company members														
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality														
Q2: How did Internews tailor	Data omitted as it may breach confidentiality														
Q3: Useful tools and approaches	<ul style="list-style-type: none"> • U-Media support to local partners is a strength • A share of U-Media support is decreasing in our budget, but U-Media still supports an ongoing activity. This provides stability to our mission. • Media CSOs in Ukraine are the most developed ones among all countries of the former Soviet Union. U-Media unites media CSOs and provides a platform for work on the common goals. • U Media supports new actors and emerging partners 														

<p>Q4: Practices and behaviors adopted</p>	<p>Objective I: <i>Adopted and found effective:</i></p> <ul style="list-style-type: none"> • Advocating for professional standards, protection of journalists’ rights and press freedom • Ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists <p>Objective II: <i>Adopted:</i></p> <ol style="list-style-type: none"> 3. Increasing use of new media for obtaining local and national news and information 4. Improving quality of TV, radio, print, and online content produced by Ukrainian journalists 5. Promotion of cross-regional exchanges, news coverage, and content sharing 6. Improving quality of election campaign coverage through balanced information about the electoral process and candidates’ platforms; cultivating a debate culture. 7. Production of substantial local content <p><i>Effective:</i></p> <ol style="list-style-type: none"> 1. Improving quality of TV, radio, print, and online content produced by Ukrainian journalists 2. Production of substantial local content
<p>Q5: Major changes</p>	<ul style="list-style-type: none"> • Two major trends: war and reforms • Crisis: advertisement market decreased by 38% • Media needs legal support, knowledge and standards • Self-regulation and coordination with state • Need for professional education and development, new business instruments • Minimize lack of balance between market and communal media
<p>Q6: Recommendations</p>	<ul style="list-style-type: none"> • Continue supporting legislation for media • Support to strong media, especially regional, in order to save independent sources of information • Support sustainability of media

Objective I: Support and promote freedom of speech and media independence															
Organization	<p>Telekritika Founded in 2004 <i>Mission:</i> to become influential and stable analytical center that impacts democratic media development and critical thinking of customers <i>Main activity:</i> collection and analysis of information; research and studies; legislation advocacy; educational activity <i>Instruments:</i> Websites: Media Sapiens (60,000–80,000 visits a month, more than 4,000 friends on FB) and Telekritika (25,000–100,000 visits a day and up to 100,000 hits a day) <i>Target audience:</i> media professionals, state authorities, wide audience of media customers <i>Staff</i> includes 8 permanent members and several freelancers; 20 people in newsroom <i>Other donors:</i> UMF, Danish International Development Agency</p>														
Partner type	Institutional partner														
Location	Kyiv														
Percentage of funding from U-Media	<table border="1"> <caption>Percentage of funding from U-Media</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>47%</td> </tr> <tr> <td>2</td> <td>21%</td> </tr> <tr> <td>3</td> <td>32%</td> </tr> <tr> <td>4</td> <td>41%</td> </tr> <tr> <td>5</td> <td>30%</td> </tr> <tr> <td>6</td> <td>37%</td> </tr> </tbody> </table>	Category	Percentage	1	47%	2	21%	3	32%	4	41%	5	30%	6	37%
Category	Percentage														
1	47%														
2	21%														
3	32%														
4	41%														
5	30%														
6	37%														
Funding period	2012–ongoing														
Description of funded project	News monitoring, critical assessment, and in-depth analysis of Ukrainian TV; education on news quality/professionalism														
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality														
Q2: How did Internews tailor	Data omitted as it may breach confidentiality														
Q3: Useful tools and approaches	Data omitted as it may breach confidentiality														

<p>Q4: Practices and behaviors adopted</p>	<p><i>Objective I:</i></p> <ol style="list-style-type: none"> 6. Use of credible data and methodologies to effectively monitor the media sector. However, there are no funds for promotion and adaptation. Monitoring should involve efforts of several CSOs. 7. Establishing feedback mechanisms for journalists and citizens to report on ethical violations: AUP prepared book on journalist ethics, participated in the work of national committee of journalists' ethics; consults journalists on ethical standards 8. Promotion of transparency of media ownership allowing consumers to judge the objectivity of news 9. Advocating for professional standards, protection of journalists' rights and press freedom <p><i>Objective II:</i></p> <ol style="list-style-type: none"> 8. Improving quality of TV, radio, print, and online content produced by Ukrainian journalists
<p>Q5: Major changes</p>	<p><i>From 2011 to November 2013:</i></p> <ul style="list-style-type: none"> • Oligarchization of media: monopolization by one family (Yanukovych), changed editorial policy, poor quality of content • Impact of several TV channels (Inter, Ukraine) on how events on Maidan were presented (not in very positive way) • Limitations in freedom of speech and media independency; <p><i>After 2013:</i></p> <ul style="list-style-type: none"> • Increased attention to physical security of journalists • Law on transparency of media owner(s) • Public broadcasting that needs good content
<p>Q6: Recommendations</p>	<ul style="list-style-type: none"> • Monitoring/content analysis of major media • Development of methodology measuring media impact on society • Media literacy • Propaganda: need to understand what and how to deal with it • Regionalization of Telekritika • Institutional support of media CSOs • Increase journalists' professional and ethical standards • Monitoring of reforms • Journalist education: decrease number of universities and change curricula; retrain professors in universities • Integration of Ukrainian media to the European content • Increase intensity of communication with U-Media and USAID • Direct funding

Objective II: Increase the variety of news sources and improve news quality															
Organization	<p>Internews Ukraine <i>Founded in 1996</i> <i>Mission:</i> Democracy and civil society development through strengthening of independent and pluralistic media; journalist standards improvement; design of legislation; new media development; setting up effective relationships among media, civil society and state; and European integration of Ukraine <i>Main activity:</i> Conference service, PR services; media production <i>Target audience:</i> journalists, new media, media CSOs <i>Staff includes</i> 13 permanent members and several contractors <i>Other donors:</i> SIDA, World Bank, EU, Ukraine local foundations, International Foundation for Electoral Systems, Council of Europe, IRF, Embassy of the Netherlands/USA, IMS (International Media Support), corporations, etc.</p>														
Partner type	Institutional partner														
Location	Kyiv														
Percentage of funding from U-Media	<table border="1"> <caption>Percentage of funding from U-Media</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>28%</td> </tr> <tr> <td>2</td> <td>29%</td> </tr> <tr> <td>3</td> <td>27%</td> </tr> <tr> <td>4</td> <td>36%</td> </tr> <tr> <td>5</td> <td>27%</td> </tr> <tr> <td>6</td> <td>29%</td> </tr> </tbody> </table>	Period	Percentage	1	28%	2	29%	3	27%	4	36%	5	27%	6	29%
Period	Percentage														
1	28%														
2	29%														
3	27%														
4	36%														
5	27%														
6	29%														
Funding period	Since 2011–ongoing														
Description of funded project	Journalism training and guidebooks for regional journalists raising awareness of the Free Trade Area agreement with the European Union (EU)														
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality														
Q2: How did Internews tailor	After submitting a proposal, U-Media makes decisions over 2-week period														
Q3: Useful tools and approaches	<ul style="list-style-type: none"> • Renewing grants • Training for partners conducted by foreign trainers • Assistance with methodology of development of communication strategy 														

Q4: Practices and behaviors adopted	<p><i>Objective I:</i></p> <ul style="list-style-type: none"> • Advocating for professional standards, protection of journalists’ rights and press freedom • Ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists <p><i>Objective II:</i></p> <ul style="list-style-type: none"> • Increasing use of new media for obtaining local and national news and information • Improving quality of TV, radio, print, and online content produced by Ukrainian journalists • Focusing on policy issues of critical importance for Ukraine’s future • Production of substantial local content
Q5: Major changes	<ul style="list-style-type: none"> • U-Media created media CSOs as alternative to media of oligarchs. Most of these CSOs support European choice of Ukraine. • U-Media initiates new themes in media sector and independent funds allow to promote certain important issues in order to avoid <i>jeansa</i> • U-Media supports media literacy, which is important for critical thinking. Different literature on media literacy is important as media not in position to propose important social issues (it is role of public broadcasting). • U-Media role is institutional—support media CSOs to promote values, practices, and standards. CSOs improve the quality of the country by saying and showing that alternatives to oligarch media are important. Many CSOs that proposed new ideas were supported.
Q6: Recommendations	<ul style="list-style-type: none"> • Schools of journalism to disseminate values • Ukraine needs new ambiguous project with aiming at desovietization and derussianization of media. Ukraine needs to become a political nation. • To decrease number of media; law on public broadcasting as it is does not meet needs of Ukraine • Ukrainian media production in different foreign languages

Objective II: Increase the variety of news sources and improve news quality											
Organization	<p>Lviv Press Club <i>Founded in 2003 as an independent organization but operated prior to this.</i> <i>Mission – to promote democracy in Ukraine;</i> <i>Main activity:</i></p> <ul style="list-style-type: none"> • Organization and conducting press conferences and press tours, roundtables and media briefings, TV and video debates and information marathons, online translation • Information campaigns, annual reports of deputies of Lviv City and oblasts' councils • Monthly monitoring of Lviv oblast media • Implementation of the international technical assistance projects; <p><i>Target audience: journalists, media, general public</i> <i>Staff includes 5 permanent members; 9–11 volunteers</i> <i>Other donors: income-generating activity, local corporations and PR agencies, local foundations, etc.</i></p>										
Partner type	Emerging partner										
Location	Lviv										
Percentage of funding from U-Media	<p>A bar chart with four blue bars representing the percentage of funding from U-Media. The values are 40%, 79%, 78%, and 59% from left to right. A red arrow points down to the 59% bar, indicating a decrease. A thin black line connects the top of the 40% bar to the top of the 59% bar.</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Percentage of funding from U-Media</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>40%</td> </tr> <tr> <td>2</td> <td>79%</td> </tr> <tr> <td>3</td> <td>78%</td> </tr> <tr> <td>4</td> <td>59%</td> </tr> </tbody> </table>	Period	Percentage of funding from U-Media	1	40%	2	79%	3	78%	4	59%
Period	Percentage of funding from U-Media										
1	40%										
2	79%										
3	78%										
4	59%										
Funding period											
Description of funded project	<ol style="list-style-type: none"> 1. School of military journalism targeted at 20–25 journalists from different regions of Ukraine and focused on covering military actions in the East 2. TV bridges between journalists of West and East/South Ukraine 										
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality										
Q2: How did Internews tailor	Data omitted as it may breach confidentiality										
Q3: Useful tools and approaches	<ul style="list-style-type: none"> • Training • Grants • Institutional development: evaluation, self-evaluation 										

<p>Q4: Practices and behaviors adopted</p>	<p><i>Objective I:</i></p> <ul style="list-style-type: none"> • Use of credible data and methodologies to effectively monitor the media sector • Maintenance of reliable information pertaining to media professionalism, independence, censorship, and violations of laws protecting journalists and freedom of speech • Advocating for professional standards, protection of journalists' rights, and press freedom <p><i>Objective II:</i></p> <ul style="list-style-type: none"> • Increasing use of new media for obtaining local and national news and information • Improving quality of TV, radio, print, and online content produced by Ukrainian journalists • Promotion of cross-regional exchanges, news coverage, and content sharing • Improving quality of election campaign coverage through balanced information about the electoral process and candidates' platforms; cultivating a debate culture • Production of substantial local content
<p>Q5: Major changes</p>	<ul style="list-style-type: none"> • Media monitoring influenced quality of news • Exchanges between journalists from East and West of Ukraine
<p>Q6: Recommendations</p>	<ul style="list-style-type: none"> • To reward journalists/media for promotion of professional and ethical standards • Teach students and young journalists standards of work • Support of unique journalists • Set up Hromadske.TV in regions as a horizontal network • Provide media with equipment • Conduct media monitoring of language standards and quality of content • Support investigative reporting

Objective II: Increase the variety of news sources and improve news quality

Organization	<p>Mykolaiv Center of Investigative Journalism <i>Founded in 2010</i> <i>Mission:</i> provision of objective coverage of events in the southern region of Ukraine; professional development of independent media and promotion of public dialogue between community, authorities and business <i>Main activity:</i> content production, including news content and investigative journalism reports <i>Target audience:</i> local residents, news consumers, journalists, civic activists <i>Staff includes</i> 11 contractors <i>Other donors:</i> IRF, Canadian Government</p>
Partner type	Emerging partner
Location	Mykolaiv
Income Diversity	N/A
Funding period	2012–ongoing
Description of funded project	<ul style="list-style-type: none"> • Production of content for website, development of website for the Center, converting it from free WordPress blog platform to regular professional platform (2012–2013). • Production of unbiased and timely information about local political and economic processes to residents of Southern Ukraine; conduct of investigations about the situation at Ukraine’s border with the occupied territory of Crimea (2013–2014) • Production of unbiased content about local elections campaign. The economic reforms agenda, decentralization, the unity of Ukraine and EU integration will be priorities during the Parliamentary Elections campaign and the post-elections period (2014–2015).
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality
Q2: How did Internews tailor	Data omitted as it may breach confidentiality

<p>Q3: Useful tools and approaches</p>	<ul style="list-style-type: none"> • Institutional development (“Apart from Internews, no one is providing institutional development.”) • Trainings (investigative reporting, development of new media, security, infographics) • Institutional trainings (legal issues, reporting, drafting grant proposals) • Support of professional awards (Honor of Profession) (“This is a positive impetus for professional growth.”) • Program of exchange between different centers of investigative reporting • Legal aid/consultancy to investigative journalists
<p>Q4: Practices and behaviors adopted</p>	<p><i>Objective II:</i></p> <ul style="list-style-type: none"> • Increasing use of new media for obtaining local and national news and information • Improving quality of TV, radio, print, and online content produced by Ukrainian journalists • Promotion of cross-regional exchanges, news coverage, and content sharing • Improving quality of elections campaigns coverage through balanced information about the electoral process and candidates’ platforms; cultivating a debates culture • Production of substantial local content
<p>Q5: Major changes</p>	<ul style="list-style-type: none"> • Adoption of law on public access to information • “Attitude of journalists and media towards the authorities has changed. Journalists have a better understanding of their role as watchdogs.” <ul style="list-style-type: none"> ○ Development of investigative journalism
<p>Q6: Recommendations</p>	<ul style="list-style-type: none"> • Continue support of the regional programs: “There are still many challenges; they don’t disappear.” • Make changes into programming to reflect challenges of decentralization, explain reforms to people • Support internship programs for journalists • Conduct local trainings • Continue supporting legal consultancy for investigative reporters <ul style="list-style-type: none"> ○ Support exchange programs for journalists

Objective II: Increase the variety of news sources and improve news quality															
Organization	<p>Regional Press Development Institute (RPDI) Founded in 2006 <i>Mission:</i> support democratic civil society through development of professional sustainable and pluralistic media in Ukraine <i>Main activity:</i> training for journalists; investigative reporting; support of investigative journalists network; legal support to investigative journalists <i>Target audience:</i> journalists; media CSOs <i>Staff includes</i> 3 permanent members and 4 contractors <i>Other donors:</i> NED, Council of Europe, Embassies, IRF, Polish funds, IREX, UMD, NDI (USA), Media Legal Defence Initiative (MLDI, UK), etc.</p>														
Partner type	Core partner														
Location	Kyiv														
Percentage of funding from U-Media	<table border="1"> <caption>Percentage of funding from U-Media</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>80%</td> </tr> <tr> <td>2</td> <td>57%</td> </tr> <tr> <td>3</td> <td>58%</td> </tr> <tr> <td>4</td> <td>55%</td> </tr> <tr> <td>5</td> <td>67%</td> </tr> <tr> <td>6</td> <td>32%</td> </tr> </tbody> </table>	Period	Percentage	1	80%	2	57%	3	58%	4	55%	5	67%	6	32%
Period	Percentage														
1	80%														
2	57%														
3	58%														
4	55%														
5	67%														
6	32%														
Funding period	Since 2011–ongoing														
Description of funded project	Regional journalism and media support, training and annual all-Ukrainian investigative reporting conferences as well as legal assistance to regional media and journalists														
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality														
Q2: How did Internews tailor	Data omitted as it may breach confidentiality														
Q3: Useful tools and approaches	<ul style="list-style-type: none"> • Institutional training • Meeting of the U-Media partner • U-Media registration as an technical assistance project helps to avoid losses due to currency exchange and changes in exchange rates • Opportunity to get indirect costs 														

<p>Q4: Practices and behaviors adopted</p>	<p><i>Objective I:</i></p> <ul style="list-style-type: none"> • Maintenance of reliable information pertaining to media professionalism, independence, censorship, and violations of laws protecting journalists and freedom of speech • Advocating for professional standards, protection of journalists' rights and press freedom • Ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists <p><i>Objective II:</i></p> <ul style="list-style-type: none"> • Improving quality of TV, radio, print, and online content produced by Ukrainian journalists • Promotion of cross-regional exchanges, news coverage, and content sharing • Production of substantial local content
<p>Q5: Major changes</p>	<ul style="list-style-type: none"> • U-Media gathered most powerful and influential media CSOs that influence situation in Ukraine. Influence through local partners is a very strong component of the U-Media project. • Cooperation among media CSOs; RPDI cooperates with IMI by helping with legal consultation. However, media CSOs need stronger partnership relationships among them to avoid duplication of activities. • New media initiatives (Slidstvo.info, Hromadske.TV) grew out of the U-Media training • Establishment of new media CSOs, especially in regions • Institutional support to media CSOs • Promotion of investigative reporting and their results
<p>Q6: Recommendations</p>	<ul style="list-style-type: none"> • Legal support to investigative journalists • Legal support to communal media that will change type of property from state to private • Media training • Self-regulation: lack of a leader organization • Need for unified journalists' registry • Improve access to state registries and data collected there

Objective III: Improve the Enabling Environment for Media and Freedom of Speech⁴⁴															
Organization	<p>The Media Law Institute Founded in 2005 <i>Mission:</i> to contribute to the development of the society of active citizens <i>Main activity:</i> support to civic initiatives, impartial and professional media expertise; elaboration and implementation of high-quality information law; education; legal protection of journalists and citizens' rights; promoting freedom of speech and fundamental human rights <i>Target audience:</i> media, media CSOs <i>Staff</i> includes 15 permanent members and contractors <i>Other donors:</i> SIDA, EU, IMS, UNDP, IREX, Council of Europe, OSCE</p>														
Partner type	Core partner														
Location	Kyiv														
Percentage of funding from U-Media	<table border="1"> <caption>Percentage of funding from U-Media</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>10%</td> </tr> <tr> <td>2</td> <td>15%</td> </tr> <tr> <td>3</td> <td>30%</td> </tr> <tr> <td>4</td> <td>14%</td> </tr> <tr> <td>5</td> <td>30%</td> </tr> <tr> <td>6</td> <td>22%</td> </tr> </tbody> </table>	Period	Percentage	1	10%	2	15%	3	30%	4	14%	5	30%	6	22%
Period	Percentage														
1	10%														
2	15%														
3	30%														
4	14%														
5	30%														
6	22%														
Funding period	Since 2011 – ongoing														
Description of funded project	Legal reform: advocacy regarding amendments to the Law on Access to Public Information and leadership of the Media Reform Group														
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality														
Q2: How did Internews tailor	Data omitted as it may breach confidentiality														
Q3: Useful tools and approaches	<ul style="list-style-type: none"> • Training • Strategic meeting of all partners • Organizational development 														
Q4: Practices and behaviors adopted	<p><i>Objective I:</i></p> <ul style="list-style-type: none"> • Ensuring access to up-to-date legal information and competent legal advice and protection for editors and journalists with exclusive attention to access to public information <p><i>Objective II:</i></p> <ul style="list-style-type: none"> • Focusing on policy issues of critical importance for Ukraine's future such as media laws (public broadcaster service), amendments to the Law on Access to Public Information 														

⁴⁴ More Objective 3 cases are not included and Objective 4 activities are not included because of the nature of the questions.

Q5: Major changes	<i>U-Media supports:</i> <ul style="list-style-type: none"> • Improvement of media legal environment • Candidates' debates during election • Hromadske Radio influences opinion leaders by providing correct and accurate information
Q6: Recommendations	<ul style="list-style-type: none"> • De-oligarchization of the media • Public broadcasting (implementation of the law, improve/develop content, organizational development) • Professional organization of journalists • New self-regulatory body (new model) • Coordination in media

Objective II: Increase the variety of news sources and improve news quality	
Organization	<p>Suspilnist Foundation <i>Founded in 1995 but worked since 1990</i> <i>Mission:</i> Research and development of solutions upon the field of public policy, civil society education, foreign relations and challenges of the millennium <i>Main activity:</i> Policy study and reports; drafting legislation; conducting national and international conferences, public hearings, expert round tables, regional seminars, civil society lobbying forums; work of the Euro-Atlantic Summer University <i>Target audience:</i> CSOs, media, journalists, youth, general public Staff includes 6–8 permanent members and 12–20 contractors; up to 15,000 volunteers during Maidan <i>Other donors:</i> local corporations and foundations, PR agencies, etc.</p>
Partner type	Core partner
Location	Kyiv
Income Diversity	N/A
Funding period	Since 2011–ongoing
Description of funded project	Election coverage: production of national TV debates and the Vladometr project
Q1: Advantages and disadvantages	Data omitted as it may breach confidentiality agreement
Q2: How did Internews tailor	Data omitted as it may breach confidentiality agreement
Q3: Useful tools and approaches	<ul style="list-style-type: none"> • Training, especially those that address new trends and demands (for example, infographics for journalists) • Meeting of the U-Media partners to discuss plans • Reporting: clear format and deadlines; M&E indicators
Q4: Practices and behaviors adopted	<p><i>Objective II:</i></p> <ul style="list-style-type: none"> • Improving quality of TV, radio, print, and online content produced by Ukrainian journalists • Promotion of cross-regional exchanges, news coverage, and content sharing • Improving quality of election campaign coverage through balanced information about the electoral process and candidates' platforms; cultivating a debate culture • Focusing on policy issues of critical importance for Ukraine's future • Production of substantial local content
Q5: Major changes	<ul style="list-style-type: none"> • Online debates: change in political culture • New quality of news through TV monitoring • Support of media literacy projects • Support to Hromadske. TV; however, further support is not needed as it should cooperate with UA:Pershyy
Q6: Recommendations	<ul style="list-style-type: none"> • Measure audience rating • Formulation of TV panel to defining their rating • Self-regulation, establishment of respected ethical commission and support of media labor union • Digital media as a new space for new media • Educational component of public broadcasting

ANNEX IX: LIST OF SCHOLARLY AND INDUSTRY-SPECIFIC PUBLISHED RESEARCH ANALYZED AS PART OF THE SECONDARY RESEARCH FOR THE REPORT

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- [Nashi Hroshi \(2015\). Official website of investigative journalism project in Ukraine. Available at http://nashigroshi.org](http://nashigroshi.org)
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http://en.censor.net.ua/news/346203/10000_officials_listed_in_corruptionists_registry_pm_yatseniuk_says

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РЕЗЮМЕ ПРОЕКТУ

У цьому звіті про експертну оцінку, поданому до Агентства Сполучених Штатів з міжнародного розвитку (*англ.* USAID), представлено результати оцінки проекту Агентства Сполучених Штатів з міжнародного розвитку Український медійний проект (У-Медіа) від 2011 року до періоду збору інформації у вересні 2015 року.

МЕТА ЗДІЙСНЕННЯ ОЦІНКИ ТА ЗАПИТАННЯ ОЦІНКИ

Мета оцінки проекту:

1. визначити актуальність та ефективність окремих заходів проекту У-Медіа, звертаючи особливу увагу на
 - a. Завдання I (Підтримка та сприяння свободі слова та незалежності засобів масової інформації) та
 - b. Завдання II (Збільшення різноманіття джерел новин та покращення якості новин) проекту та
2. зібрати інформацію для створення потенційних програмних заходів.

Оцінка була здійснена з метою отримання відповідей на такі шість запитань:

1. Які були переваги і недоліки для різних зацікавлених сторін (грантоотримувачів і партнерів У-Медіа, організацій громадянського суспільства (ОГС), приватних організацій, неурядових організацій, інших донорів тощо), які допомагають розвивати незалежні ЗМІ та покращують якість новин в Україні, в контексті роботи з У-Медіа?
2. У який спосіб Інтерньюз підбирав інструменти та підходи для задоволення різноманітних потреб своїх партнерів у контексті мінливого середовища в Україні?
3. Які інструменти та підходи у розпорядженні У-Медіа сприймалися зацікавленими сторонами У-Медіа як найбільш дієві щодо впливу на медійний контекст відповідно до Завдання I і на новини та інші інформаційні джерела відповідно до Завдання II і чому?
4. Які конкретно із запропонованих і поширених проектом У-Медіа практик і моделей поведінки були прийняті та використані партнерськими організаціями для впливу на медійне середовище (Завдання I) і/чи медійний контент (Завдання II) в Україні?
5. Які основні зміни в медійному середовищі, відповідно до Завдання I, та в медійному контенті, відповідно до Завдання II, в Україні ОГС та інші зацікавлені сторони вважають результатом, цілком або певною мірою, діяльності проекту У-Медіа та його партнерських організацій?
6. На підставі результатів оцінки, які можуть бути розроблені рекомендації для майбутніх програм?

ЗАГАЛЬНА ІНФОРМАЦІЯ ПРО ПРОЕКТ

Поточний проект Український медійний проект (У-Медіа) тривалістю п'ять років діє з 1 жовтня 2011 року до 30 вересня 2016 і реалізується громадською організацією “Інтерньюз”. У –Медіа спирається на досвід реалізації проекту “Зміцнення незалежних ЗМІ в Україні”, також відомого як У-Медіа та реалізованого Інтерньюзом.

Проект має чотири завдання з різною пріоритетністю об'єму робіт (ОР), зазначеної в дужках: (1) Підтримка та сприяння свободі слова та незалежності засобів масової інформації (30%), (2) Збільшення різноманіття джерел новин та покращення якості новин (40%), (3) Поліпшення сприятливого середовища для роботи ЗМІ та свободи слова (20%), і (4) Поліпшення організаційного потенціалу українських медійних ОГС (10%).

Згідно даних щодо початкового прийому заявок, принаймні 55% бюджету У-Медіа, який спочатку становив 14 млн. доларів (і був збільшений до 15.85 млн. доларів), повинні бути використані для фінансування місцевих українських ЗМІ. У-Медіа надає гранти для трьох типів грантоотримувачів—інституційних партнерів, ключових партнерів і нових та короткострокових партнерів—для виконання чотирьох зазначених завдань.

МЕТОДИ ОЦІНКИ ТА ОБМЕЖЕННЯ

Методи проведеної оцінки включали аналіз документації У-Медіа, детальні напівструктуровані інтерв'ю, аналіз конкретних ситуацій (кейсів) та міні-опитування онлайн. Робота в полі в рамках проекту включала особисті візити до 11 основних і інституційних партнерів і 12 обраних нових партнерів. Експертна група зосередила свої зусилля в столиці України, Києві та провела додаткові інтерв'ю в Миколаєві та Львові. Крім того, всі колишні та поточні грантоотримувачі протягом періоду проведення оцінки (2011-2015) були запрошені для участі в міні-опитуванні онлайн.

В цілому, експертна група опрацювала понад 1500 сторінок документів, зібрала та проаналізувала результати відповідей 36 респондентів (з 68 поточних і колишніх партнерів), які взяли участь в міні-опитуванні онлайн, і підготувала та опублікувала результати аналізу дев'яти кейсів і 28 додаткових напівструктурованих інтерв'ю і групових інтерв'ю з партнерами, ключовими інформаторами, урядовцями, іншими донорами, медійними та політичними експертами та іншими зацікавленими сторонами. Загалом, обсяг зібраних експертною групою даних щодо проведених інтерв'ю, отриманих в результаті детальних співбесід та аналізу конкретних ситуацій, становить 80 годин.

ВИСНОВКИ ТА РЕКОМЕНДАЦІЇ

Запитання 1: Які були переваги і недоліки для різних зацікавлених сторін (грантоотримувачів і партнерів У-Медіа, організацій громадянського суспільства (ОГС), приватних організацій, неурядових організацій, інших донорів тощо), які допомагають

розвивати незалежні ЗМІ та покращують якість новин в Україні, в контексті роботи з У-Медіа?

Висновок 1.1. Тривалість і гнучкість проекту У-Медіа розглядаються як довгострокова інвестиція у становлення свободи слова та розвиток незалежних ЗМІ в Україні.

Висновок 1.2. Хоча комунікація із виконавцем проекту У-Медіа визначалася багатьма респондентами як швидка, гнучка, ефективна та орієнтована на партнера, менша частина опитаних виразила розчарування внаслідок істотного зниження рівня більш особистісно-орієнтованої комунікації.

Висновок 1.3. У партнерів відсутнє відчуття стратегічного напрямку проекту У-Медіа, як із точки зору програмного бачення, так і майбутнього фінансування партнерів.

Висновок 1.4. Обмежена поінформованість та відсутність бажання здобувати інформацію про інші ЗМІ та орієнтовані на ЗМІ неурядові організації (НУО) та ОГС в Україні (наприклад, конкурентний тиск) створюють ізольоване, роздроблене середовище для існування та діяльності поточних ЗМІ та НУО, що призводить до можливих скорочень штатів і потенційно втрачених можливостей щодо підвищення кваліфікації в рамках проектів.

Висновок 1.5. Процедури та практики проведення звітності видаються громіздкими і обтяжливими, особливо для тих невеликих регіональних грантоотримувачів, ЗМІ і довгострокових партнерів, які задіяні на декількох рівнях ділової активності та у кількох проектах. Чим активнішими та відомішими для зацікавлених сторін були організації, тим більше вони критикували надмірну звітність.

Рекомендація 1.1. Агентство США з міжнародного розвитку та Інтерньюз повинні підтримувати гнучкість та довгострокову перспективу проекту У-Медіа.

Рекомендація 1.2. Інтерньюзу слід заохочувати співпрацю між грантоотримувачами різних рівнів і регіональними грантоотримувачами. Для прикладу, Інтерньюз міг б заохочувати грантоотримувачів із Києва до співпраці з регіональними грантоотримувачами для підвищення кваліфікації.

Рекомендація 1.3. Інтерньюзу бажано створити відкриту, інтерактивну та пошукову базу даних із інформацією про усі спонсорські проекти та про усі задіяні ЗМІ, НУО та ОГС для заохочення співпраці між грантоотримувачами, донорами та іншими зацікавленими сторонами, особливо у ситуаціях, коли підпорядковані грантоотримувачам організації реалізують подібні проекти.

Рекомендація 1.4. Інтерньюзу слід переглянути процедури звітності та комунікації та спростити вимоги щодо звітності. Йому потрібно планувати періодичні очні зустрічі з грантоотримувачами для обговорення діючих проектів та узгодження шляхів співпраці.

Рекомендація 1.5. У-Медіа повинен виконувати роль осередку для високоефективної, взаємопов'язаної мережі ЗМІ та медійних НУО. Інтерньюзу слід створити та підтримувати мережу нових грантоотримувачів, які мали б змогу обмінюватися ідеями та співпрацювати один із одним; оголосити відкриті правила конкуренції, які заохочують співпрацю між трьома або більше організаціями в різних регіонах щодо стратегічно важливої теми.

Запитання 2: У який спосіб Інтерньюз підбирав інструменти та підходи для задоволення різноманітних потреб своїх партнерів в умовах мінливого у рамках середовища в Україні, яке постійно змінюється?

Висновок 2.1. Завдяки У-Медіа вдалося підтримувати українські ЗМІ та медійні НУО протягом режиму Януковича і до періоду Євромайдану. Діяльність щодо налагодження інструментів і підходів дала змогу розширити кількість партнерів У-Медіа, поліпшити звітність про проведення виборів, сприяти внесенню змін до законодавства та заохочувати партнерів використовувати ці зміни.

Висновок 2.2. Завдяки У-Медіа також було вдало підбрано інструменти та підходи на основі потреб і вимог надзвичайно мінливого політичного, економічного та соціального середовища в листопаді 2013 року (Євромайдан), а пізніше - швидко та ефективно надано необхідну підтримку ЗМІ та медійних НУО у Києві та на регіональному рівні.

Рекомендація 2.1. Агентство США з міжнародного розвитку та Інтерньюз повинні зберігати гнучкість та здатність реагувати у відповідь на стрімко мінливе середовище. Слід розглянути пропозицію про позиціонування У-Медіа як центру, координатора в найбільш потрібний період, особливо у випадку регіональних незалежних ЗМІ та медійних НУО.

Запитання 3: Які інструменти та підходи у розпорядженні У-Медіа сприймалися зацікавленими сторонами У-Медіа як найбільш дієві щодо впливу на медійний контекст відповідно до Завдання I і на новини та інші інформаційні джерела відповідно до Завдання II і чому?

Висновок 3.1. Що стосується медійного контексту, найбільш впливовими інструментами та підходами проекту У-Медіа були підтримка незалежних медійних організацій, підтримка професійних та етичних стандартів серед журналістів в Україні та юридична підтримка журналістів. Іншим ефективним і впливовим підходом У-Медіа була постійна підтримка лобювання нових законів про ЗМІ в Україні. Зацікавлені сторони вбачали в прийнятті Законів “Про доступ до публічної інформації” та “Про Суспільне телебачення і радіомовлення України” прямий результат діяльності проекту У-Медіа.

Висновок 3.2. Серед найвпливовіших інструментів і підходів У-Медіа щодо медійного контенту були тренінги на тему журналістських розслідувань, підтримки журналістських розслідувань, моніторингу ЗМІ, а також доступу до нових регіональних провайдерів мультимедійного контенту.

Висновок 3.3. Імовірно, найважливішим фактором, який заохочував роботу проекту У-Медіа та сприяв успішним змінам в медійному просторі та медійному контенті в Україні, був прихід нового, більш демократично орієнтованого, прозахідного уряду, який відкрив медіа-активістам і лідерам опозиції доступ до державних посад.

Рекомендація 3.1. Діяльність проекту У-Медіа повинна надалі бути орієнтованою на інструменти та підходи, які виявилися успішними. Стосовно Завдання I (медійного контекст), проект У-Медіа повинен надалі заохочувати комунікацію між різними донорами та зацікавленими сторонами щодо майбутнього системи громадського мовлення в Україні та найбільш ефективних способів реструктуризації поточного конгломерату. Крім того, У-Медіа повинен надалі підтримувати національно визнані професійні конкурси серед журналістів і надавати юридичну підтримку у проведенні журналістських розслідувань, особливо в регіонах⁴⁵.

Рекомендація 3.2. Щоб і надалі сприяти зростанню чисельності інформаційних джерел і мати вплив на покращення якості новин в Україні, У-Медіа слід зосередити увагу на розробці довгострокових, стратегічно координованих, високопрофесійних тренінгів, коротко- та довгострокових навчальних програм неперервної освіти разом із існуючими навчальними програмами за фахом “Журналістика” в університетах.

Запитання 4: Які конкретно із запропонованих і поширених проектом У-Медіа практик і моделей поведінки були прийняті та використані партнерськими організаціями для впливу на медійне середовище (Завдання I) і/чи медійний контент (Завдання II) в Україні?

Висновок 4.1. Практики та моделі поведінки, які просуває проект У-Медіа, не були чітко донесені до грантоотримувачів. Багато грантоотримувачів були спантеличені запитаннями стосовно практик і моделей поведінки та не змогли розповісти про важливість обраних видів діяльності.

Висновок 4.2. Серед наведених практик і моделей поведінки найбільш широко ідентифікованими та вживаними були навички, набуті в ході журналістських тренінгів, особливо ті, які стосуються журналістських розслідувань і надання юридичної підтримки для журналістів.

Рекомендація 4.1. У проекті У-Медіа слід визначити чіткий перелік стратегічно важливих практик і моделей поведінки, які повинні бути інтегровані в медійний сектор, та поширити інформацію про їх важливість.

Рекомендація 4.2. На подальший період фінансування, проекту У-Медіа слід заохочувати відкриті дискусії на предмет того, чому задекларовані практики і моделі поведінки не були

⁴⁵ В контексті цього документу “регіони” використовуються для позначення обласних територій за межами столиці України, Києва.

чітко доведені до аудиторії.

Запитання 5: Які основні зміни в медійному середовищі, відповідно до Завдання I, та в медійному контенті, відповідно до Завдання II, в Україні ОГС та інші зацікавлені сторони вважають результатом, цілком або певною мірою, діяльності проекту У-Медіа та його партнерських організацій?

Висновок 5.1. Серед найбільш значних змін у контексті ЗМІ (Завдання I), які сприймаються як результат, цілком або певною мірою, діяльності проекту У-Медіа та його партнерських організацій, ОГС та інших зацікавлених сторін У-Медіа визначені: 1) здатність брати участь у відкритих і публічних обговореннях на тему свободи слова незважаючи на постійно мінливе політичне, економічне і соціальне середовище; 2) медійні реформи, прийняті у 2012 та 2015 роках, вважаються результатом тривалої діяльності проекту У-Медіа та партнерів, спрямованої на створення сприятливого середовища для ЗМІ в Україні; 3) експериментальна програма, спрямована на розвиток журналістської грамотності, розглядається як успішна; 4) збільшення кількості та якості незалежних ЗМІ та журналістів в Україні.

Висновок 5.2. Серед найбільш значних змін у медійному контенті (Завдання 2), які ОГС та інші зацікавлені сторони У-Медіа вважали результатом, цілком або певною мірою, діяльності проекту У-Медіа та його партнерських організацій, були 1) декілька інноваційних медіа-проектів, які підтримували якісний медіа-контент і 2) значне зростання числа журналістських розслідувань в регіонах.

Запитання 6: На підставі результатів оцінки, які можуть бути розроблені рекомендації для майбутніх програм?

Загалом, експертна група рекомендує продовжувати проект У-Медіа понад 2016 рік; однак до програми слід внести декілька важливих поправок.

Рекомендація 6.1. Інтерньюзу слід зосередити зусилля навколо фінансування стратегічно важливої роботи ЗМІ, яка добре скоординована та орієнтована на результат.

Рекомендація 6.1.1: У-Медіа слід підтримувати та розширювати підтримку регіональних ЗМІ та їхніх програм новин шляхом організаційної допомоги у вигляді обладнання, спеціалізованого навчання та підвищення кваліфікації працівників.

Рекомендація 6.1.2: Підвищувати грамотність журналістів, особливо серед молодих працівників у східному, південному та центральному регіонах країни. Будь-яка освітня програма повинна бути орієнтована на результат, координуватися та бути офіційно затвердженою Міністерством освіти і науки України.

Рекомендація 6.1.3: Підтримувати діяльність щодо реформування навчальних програм вищої освіти та програми підвищення кваліфікації для викладачів.

Рекомендація 6.1.4: Підтримувати розвиток освіти в галузі медіа-менеджменту в Україні.

Рекомендація 6.1.5: Проводити спеціальні тренінги найвищого рівня для практикуючих журналістів у регіонах, результатом яких повинні стати пакетні мультимедіа-продукти з конкретними каналами розповсюдження.

Рекомендація 6.1.6: Визначати якість роботи та оцінювати проекти на основі вихідних і очікуваних результатів.

Рекомендація 6.2. Проекту У-Медіа слід зменшити фінансування для таких галузей:

Рекомендація 6.2.1: Для підтримки життєздатності, У-Медіа повинен розробити план поступового зменшення фінансування витрат організацій (особливо довгострокових і ключових партнерів) та продовжувати роботу з партнерами задля сприяння диверсифікації їх джерел фінансування та зменшення залежності від єдиного донора.

Рекомендація 6.2.2: Короткострокові базові тренінги за участю великої кількості грантоотримувачів, які не мають чіткого уявлення про те, яку роль ці програми відіграють у створенні мережі професійних журналістів по всій країні.

Рекомендація 6.2.3: Програми, спрямовані на підвищення організаційного потенціалу українських медіа-ОГС, багато з яких вже існують більш ніж 20 років. У наступному циклі реалізації проекту У-Медіа слід звернути особливу увагу на підтримку реальних ЗМІ та інших організацій.

Рекомендація 6.3. Розробка універсального, перспективного, стратегічного, ціленаправленого плану комунікації та підготовки, який би визначав подальший вибір підготовки та підходів у вищезгаданих сферах підтримки (Рекомендація 6.1.).

Рекомендація 6.4. За можливості, проект У-Медіа повинен розробити ефективні способи заохочення інституційних і головних партнерів щодо співпраці шляхом підтримки спільних проектів у ключових сферах:

Рекомендація 6.4.1.: Моніторингу ЗМІ: Наприклад, в У-Медіа слід розглянути питання про подання заявок із пропозиціями щодо здійснення спільного моніторингу ЗМІ, використовуючи якісні та кількісні методи.

Рекомендація 6.4.2: Тренінгів найвищого рівня у регіонах: Заохочення подання спільних пропозицій щодо проведення низки тренінгів на найвищому рівні на тему

журналістських розслідувань і інтернет-ЗМІ для молодих спеціалістів із залученням низки провідних шкіл журналістики в чотирьох географічних областях України.

Рекомендація 6.4.3: Саморегуляції галузі: пропозиції та ініціативи стосовно участі в обговореннях на тему саморегуляції професійних і етичних стандартів журналістів.

Рекомендація 6.4.4: Юридичної роботи: спільні пропозиції стосовно підвищення журналістської грамотності та спільні пропозиції щодо здійснення аналізу в ЗМІ поточної правової реформи в Україні.

Рекомендація 6.5. Тоді як українські медіа повинні докладати зусиль у висвітленні процесу реформ, який відбувається в Україні, та продовжувати ознайомлювати громадськість із цими процесами, незалежні медіа та ініціативи під егідою У-Медіа повинні діяти обережно, щоб уникнути можливих переконань, що воїни виражають урядові інтереси.

Рекомендація 6.6. Слід розглянути можливість створення спільної мережі для донорів і грантоотримувачів для обміну інформацією та ідеями, а також для постійного спілкування між усіма грантоотримувачами та донорами.

Рекомендація 6.7. Слід розглянути пропозицію про заснування відкритої віртуальної платформи для експертів, де медіа- та освітні експерти з України, Європи і Сполучених Штатів зможуть вести віртуальні дискусії, відповідати на питання та пропонувати семінари та майстер-класи для всіх практикуючих журналістів і журналістів-початківців, зокрема в інших регіонах України за межами Києва. Якщо відсутність доступу до інтернету не дає змогу спілкуватися в режимі реального часу, слід робити відеозаписи майстер-класів і організувати онлайн-тренінги та семінари в режимі запису.

Рекомендація 6.8. За можливості, проект повинен здійснювати підтримку виробництва та розповсюдження публічно доступної інформації щодо рейтингів, моніторингу, читацької аудиторії та інших ринкових характеристик незалежних ЗМІ, на відміну від передових ЗМІ, які перебувають у власності олігархів.

The Ukraine Media Project Performance Evaluation

PRELIMINARY FINDINGS AND RECOMMENDATIONS

23 SEPTEMBER 2015

SOCIAL IMPACT



Evaluation Objectives and Scope

The purpose of the U-Media evaluation is to

- (1) assess the relevance and effectiveness of selected U-Media activities, with a particular focus on Objectives I and II of the project;
- (2) to inform potential follow-on programming.

Methodology

Methods

- Document review
+1500 pages
- Key informant interviews
 - Individual and group (22)
- Online survey (n=28, 41%)
- Case studies (9)

Field Work and Data Analysis

- Evaluation started in September
- Field data collection is ongoing and continues to the end of September
- Final report expected in the end of November



Preliminary Findings: EQ1

EQ1. What were the advantages and disadvantages to working with U-Media for various U-Media stakeholders involved in promoting media independence and quality of news in Ukraine?

- + continuous, long-term investment, particularly in org. development

“It is like a big train: in order to move the train, the locomotive should push it first, hardly, and then the train starts moving slowly, by inertia.”

- + open and responsive to environment changes, which was valued during “samurai realities” and turbulent times

- + help tuning projects, especially in the beginning

- program grantees have low awareness about work and projects of each other

Preliminary Findings: EQ1

Management-related advantages:

- + accessibility of Internews Network
- + readiness to help
- + collaborative, partner relationships
- + regional grantees did not report marginalization
- + donor doesn't micromanage personnel of their partners directly, as some other donors do

Preliminary Findings: EQ1

Management-related disadvantages:

- Lack of personal meetings:

"Previously we had a feeling that the office is located in Kyiv, now – not so much "

- Perceived increased bureaucracy compared to the previous cycle of the project:

"Reporting means more than work itself"

- Issues with reporting

"Now per each dollar spent on work of journalists, we spend 2-3 dollars for reporting."

- High competitiveness -- reluctance to share new project ideas

- Lack of progress in moving toward direct funding (doc. review): *"We holy believe..."*

Preliminary Findings: EQ2

EQ2: How did Internews tailor its tools and approaches to satisfy the diverse needs of its partners in changing environment in Ukraine?

“Family-unitization, фамілізація”: Support of Stop Censorship

Flexibility in response to demands, such as adoption of the Law on Access to Public Information

Demand-driven consultancy; self-evaluation

Internal trainings and audits for partners + **digital and personal security, hate-speech avoidance** (doc review, interviews)

Reaching-out to partners to check about their needs (e.g., Crimea)

Legal support to journalists

Support of content production **for the Eastern and Southern Ukraine**

Grants to partners and open-door + **rapid response through modifications**



Preliminary Findings: EQ3

EQ3: Of the tools and approaches that U-Media had at its disposition, which were perceived by U-Media stakeholders to be the most useful for influencing media context and media content and why?

Media Context (Objective I)

- Monitoring criteria developed by Internews:
“A confining factor for media censorship”
- Media literacy
- Support to independent broadcasters (Hromadske TV, Hromadske radio)
- Support of professional and ethical standards (nation-wide competition “Честь професії”)
- Media legislation drafting

Media Content (Objective II)

- Cross-regional media exchanges (Lviv Press Club)
- Trainings (investigative journalism, security, work in conflict areas, multimedia practices, data visualization, etc.)
- Support of investigative journalism projects (Mykolayiv, Rivne, IPC, RDPI, Svidomo, etc.)
- Legal support to investigative journalists (RDPI, MLI)
- New regional content providers

Preliminary Findings: EQ4

EQ4: Of the practices and behaviors that U-Media promoted, which were adopted and actively used by their partner organizations to influence media context and media content in Ukraine?

Most common answers were related to:

Areas of partners' own work

Institutional support and capacity-building

Discussion of professional and ethical standards

"The situation aggravated, journalism labor devalued, and mortgage often pushes people to compromise their professional standards and their own values."

"U-Media forms the team of experts who, like viruses, infect others with professional media standards."

Preliminary Findings: EQ5

EQ5: What major changes in the media context under Objective I and media content under Objective II in Ukraine do CSOs and other U-Media stakeholders perceive to be the result, in whole or in part, of the work of U-Media and its partner organizations?

Objective 1:

- Legal reform changes: Access to Public information law; Reform of state/communal media
- Media environment in Ukraine is the strongest among all neighbors thanks to continuous, comprehensive support of media NGO, media and journalists at all levels.
- *“Many media activists and today’s leaders have been nurtured by U-Media projects.”*
- U-Media continued to preserve the basic level of journalism standards and enabled debates and discussions for further development despite *“the pendulum swings of political and economic changes.”*
- Monitoring preserves the level of basic awareness of standards: government and politicians pay attention to results of media monitoring, discussions on most influential platforms at the national and regional level
“Now, different journalists start speaking the same language – the language of journalism standards.”



Preliminary Findings: EQ5

Objective 2:

- New innovative media projects have been supported (Hromadske TV, Hromadske Radio, regional media, election debates)
- More comprehensive, pronounced development of investigative journalism at the regional level
- Despite of political changes, support of regions, such as Crimea and Eastern Ukraine, continues
- *“The public broadcaster is essential as a regulator on the internal market. Its role is to establish standards so that others should follow.”*
- *Cross-regional exchange and content sharing (Hromadske TV, Slidstvo Info, UA Pershyj)*



EQ 6: Preliminary Recommendations

U-Media project needs to be continued

Develop comprehensive, pro-active strategies and approaches in selected areas:

- media literacy (incl., increased awareness of reforms). Media literacy program should be outcome-based.
- comprehensive reform of journalism education (curriculum development, trainings of professors, exchange programs and linking with professional working media) in selected educational hubs/universities (2 in Kyiv, 2 in Lviv, Zaporizhya, Odesa, Dnipropetrovsk, Kharkiv)
- advanced, specific trainings for practicing journalists in the regions, which should result in packaged multimedia products with determined channels for distribution

National media NGO should continue their major activities BUT encouraging partners to collaborate by supporting joint projects in critical areas, such as monitoring (call for joint proposals to monitor qualitatively and quantitatively), advanced regional trainings, self-regulation, and legislative work.

Increase support to new, regional initiatives, incl. regional media start-ups

Support open expert multimedia platforms for professional media discussions about freedom of speech, quality of content, media independence and journalism standards

Open public registry of all supported media projects with clear categories

Preliminary Recommendations (cont.)

Support production of content through pitching of interesting ideas and find the ways to distribute them (among students and young professionals, like a Start-up weekend)

Determine through open competition specific ideas for multimedia start-up projects and support those projects nationally and regionally

Evaluate activities and measure projects on the outcome-based, value-driven results

Provide support to a comprehensive, unified, openly accessible resource on regularly published ratings, viewership, and readership of regional and national multimedia content-providers as well as monitoring of news quality, complete with clear methodology and open datasets

Continue efforts for supporting movement toward a strong, unified, self-regulating professional body, which will be recognized by the majority of players on the media market



Photo courtesy of www.fanpop.com

“Propaganda should be beaten by facts and truth. Sooner or later, propaganda loses a piece of its indisputable shield... because a simple fact chips this shield. At the end, this propaganda machine is disarmed by the bombarding facts. Like small bombardiers in the Star Wars saga, who were shooting this behemoth, the Death Star, the journalists should become these small bombardiers shooting the Imperial machine of propaganda.”

Mykyta Volovod, IAB (HAM)

Thank you!



ANNEX XII: UKRAINE PE WORK PLAN

Activity	August				September					October				November			
	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4
Inception report, work plan, survey instrument, interviewee list, case study selection due				X													
Fieldwork begin					X												
Fieldwork					September 7–25												
Mission out-brief								X									
Prelim draft Evaluation Report to SI										X							
Draft Evaluation Report due to SI											X						
Comments from Mission														X			
Complete revised final Evaluation Report to SI															X		
Final Evaluation Report due															X		

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