



## **Russian Independent Print Media Program**

Agreement No. 118-A-00-04-00095

---

# **FINAL PROGRAM REPORT**

## **OCTOBER 2009- DECEMBER 2012**

---

**May 6, 2013**

**Eurasia Foundation Contact:**

Lisa Coll  
Director of Programs  
Eurasia Foundation  
1350 Connecticut Ave., NW, Suite 1000  
Washington, DC 20036  
Tel. 202-234-7370 ext. 115  
[lcoll@eurasia.org](mailto:lcoll@eurasia.org)

---

# Table of Contents

---

<b>Introduction</b>	<b>p. 2</b>
Executive Summary	p. 2
The State of the Press, 2009-2012	p. 4
2009-2012 Programming at a Glance	p. 6
<b>Strategic Framework</b>	<b>p. 7</b>
a. Program goals	p. 7
b. Objectives / Results	p. 8
c. Methodology	p. 9
d. Program Structure	p. 9
<b>Program Activities</b>	<b>p. 10</b>
a. Program Development, Related Projects	p. 10
b. Program Planning	p. 14
c. Training Sequences	p. 14
d. Networking Activities	p. 14
e. Monitoring, Evaluation, Analysis	p. 15
<b>Progress, Plans &amp; Obstacles</b>	<b>p. 16</b>
a. Objective 1 – Professionalism/Ethics of Newspapers	p. 16
b. Objective 2 – Business Development	p. 20
c. Objective 3 – Networking Newspapers	p. 22
d. Objective 4 – Online Capacity of Newspapers	p. 28
<b>Appendix</b>	<b>p. 31</b>
a. RIPMP Client Newspapers	p. 31
b. AIRP Member Publishing Houses.	p. 34
c. Advisory Board	p. 40
d. Program Staff	p. 41

---

# I. Introduction

---

## a. Executive Summary

This report reviews key activities of the Russian Independent Print Media Program (RIPMP) from 2009-2012, as implemented by the Eurasia Foundation (Washington DC) and the **New Eurasia Foundation's 'Eurasia Media' department** in Moscow. An additional partner includes the Association of Independent Regional Publishers (AIRP), a recipient of RIPMP funding whose development into a full-fledged industry association remains a key goal for the survival of the program over the long-term.

Initially launched in 2004 by Eurasia-Media, the RIPMP provides intensive training and assistance to promising independent local Russian newspapers, under the premise that by **nurturing select publications into 'beacons of excellence'**, best practices effectively reverberate through the wider regional Russian newspaper industry. The organization's work over the past 8 years has helped develop and launch quality independent media outposts in small-to-midsize cities across Russia. These publications – in relatively little known places such as Berdsk, Krasnoturinsk, Kachkanar, Zheleznogorsk, Zhukovskii and Pervouralsk to name a few – now regularly receive independently juried awards for their journalism, are admired by like-minded regional newspapers seeking to improve their coverage, and actively work with Eurasia-Media and the AIRP in promoting both **organizations' goals towards fostering quality independent sources of local news in Russia's regions.**

With **RIPMP 'II'**, as the **second phase of the program** came to be known, Eurasia-Media and its partners sought to reinforce the successes of this approach, while adapting programming to meet a range of challenges posed by a rapidly shifting technological, political, and legal landscape.

Past core RIPMP offerings – such as journalistic ethics and management trainings, annual competitions, and conferences -- remained an integral part of **the program's** work. These programs have proven effective tools for raising journalistic standards and networking independent regional media too often isolated from their peers internationally and within Russia itself. Indeed, in certain regions -- such as Sverdlovsk and Kirov oblasts – RIPMP II worked to develop **local 'clusters'** of independent media through select regional trainings and local peer exchanges.

Similarly, RIPMP II media business consultants from AIRP and Eurasia-Media continued to provide guidance to partner publications – a RIPMP service all the more essential for newspapers trying to weather the current difficult economic times. Despite fears (not to mention predictions) of closings and/or significant cutbacks, the majority of RIPMP partner newspapers emerged relatively unscathed from the recent global financial crisis.<sup>1</sup> In some cases, the uncertain economic times were oddly helpful to RIPMP publications in their respective media markets --- as less quality publications were forced to close

---

<sup>1</sup> Indeed, the relative health of local Russian media markets is surprising given the collapse of the local American press in recent years.

their doors due to diminishing advertising revenues. To see these publications not only survive but thrive in this environment was an accomplishment worth celebrating.

The program period also saw the introduction of notable new programming developments in the RIPMP: trainings became more collaborative, with more experienced regional partners assuming a greater role in training newcomers to the program **through 'editorial launches'**; an increasing amount of RIPMP-run consultancies, editorial workshops, and training sessions were held 'virtually' using cost-saving **'webinars'**; **and, an intensified focus on new** media trainings helped regional newspapers radically retool their newsrooms. Over the past few years, nearly all RIPMP partner have shifted from an exclusively weekly print news format into web-first publications embracing social media and other interactive technologies.<sup>2</sup>

This focus on web technologies underscores the obvious: the rapid growth of Internet broadband is fast transforming **Russia's regions** and media must follow suit, if not lead the way. Over the past several years, RIPMP II staff have worked with publications to take advantage of a range of new possibilities offered by this technological revolution: many partner publications now collaborate with members of their respective local blogosphere; sales departments have expanded their efforts to look at ways of monetizing online content; several RIPMP newspapers have launched successful **'citizen journalists'** services that provide unique reader perspective to local issues; and partners have all begun experimenting (sometimes successfully, sometimes less so) with forms of multimedia, such as podcasting, public photo submissions, and video. Collectively, these efforts provide average Russians with a bigger say in how -- and by whom -- their news is covered.

The program period also saw launch of a series of special projects that worked to compliment the mission of the RIPMP, while promoting civil society in general: two RIPMP-sponsored independent media centres in Moscow and St. Petersburg continued to provide a valuable platform for public debate through press conferences and roundtable forums dedicated to issues and points of view often overlooked by state media; a Eurasia-Media produced documentary film series highlighting the important role of the press amid local elections was viewed by hundreds live through film festivals, screenings, and online archiving; a Levada Center study on the role of independent media in small regional cities was conducted with the aim of informing future media assistance efforts; finally, a special series of webinars in partnership with the election **monitoring organization 'Golos / Vote' and 'Kollegi Yuristov СМН / Media Law Colleagues'** sought to help inform regional media of the rights and role of journalists in providing election coverage ahead of national parliamentary and presidential elections in 2011 and 2012.<sup>3</sup>

---

<sup>2</sup> Note that all RIPMP partners still publish their paper editions in addition to the web versions.

<sup>3</sup> Partners assisted 'GOLOS' in documenting voting violations when and where they occurred through a crowdsourced 'Violations Map'<sup>1</sup>. Many RIPMP partner publications took it upon themselves to lead public trainings for citizen election monitors, sponsor candidate debates, and provide necessary press documentation for non-party affiliated monitors. Naturally, they also provided coverage and analysis of the results.

These experiences once again demonstrate RIPMP partners' commitment to promoting civic discourse and engagement on the regional level – a role tested regularly throughout the past three years.

## **The State of the Press, 2009 - 2012**

As suggested in the introduction, implementation of **'RIPMP II'** straddled seismic changes in Russia's political climate – with huge implications for the press and media assistance in particular.

The program period began under the Medvedev presidency – a one term **'political thaw'** that was now clearly characterized more by words than deeds. For while Medvedev assumed the presidency from Vladimir Putin with ambitious calls for a free independent press, an end to legal nihilism, and a newly engaged **'modern'** civil society, his short tenure in the Kremlin lacked any form of follow through when it mattered most.

Take, for example, the attack on Kommersant journalist Oleg Kashin by unknown assailants in November of 2010. The shocking brutality of the incident – video footage leaked online showed the assailants repeatedly smashing Kashin's hands with a blunt metal object<sup>4</sup> -- garnered international headlines and prompted a public vow by Medvedev to prosecute the attackers. Yet investigations into the incident have stalled and the case has come to all too much resemble other recent **'cause celebre'** abuses – the vast majority committed with impunity.<sup>5</sup>

While the societal impact of these incidents is, perhaps, hard to assess in a direct way, the common wisdom is clear: those who challenge the status quo do so at great personal risk.<sup>6</sup> Many opt for the safer path of self-censorship, apathy, and cynicism towards politics.

Meanwhile, the advance of online media presented its own set of contradictory trends - particularly in the regions,<sup>7</sup> where **jockeying for 'e-influence'** has grown as the digital divide between Moscow and the rest of the country started to break down. Traditional

---

<sup>4</sup> The beating resulted in a fractured skull and portions of Kashin's hand being amputated.

<sup>5</sup> The list includes the murder of human rights worker Natalya Estimirova in Chechnya in July, 2009 (unsolved), the death of lawyer Sergei Magnitsky in a Moscow prison in November of 2009 (after a 20-month investigation, charges were filed against two doctors but many higher ranking officials were questionably cleared of culpability in the death), the beating of journalist Mikhail Beketev in Khimki in 2008 (unsolved, although a Khimki court convicted *Mr. Beketov* – who suffered brain damage from the beating - of slandering Khimki mayor Vasily Strelchenko in November of 2010. Adding to the absurdity, then Prime Minister Vladimir Putin awarded Beketov a 'Courage in Journalism' award a year later), the murder of human rights lawyer Stanislav Markelev and Novaya Gazeta reporter Anastasia Baburova in Moscow in January 2009 (two convictions were handed out by a Moscow court in May of 2011. The convictions were praised by the Committee to Protect Journalists (CPJ) as a first step towards an end to impunity).

<sup>6</sup> CPJ's annual report on threats against Russian journalists can be found at <http://cpj.org/2011/02/attacks-on-the-press-2010-russia.php>

<sup>7</sup> More than 90 percent of new users are not from Moscow or St-Petersburg, according to a Yandex regional Internet development report. The study forecasts that the country's Internet penetration rate will reach 70 percent by the fall of 2014.

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

media (newspapers, radio, and television) remain the primary sources for local news in the regions. Even the financial difficulties within the media industry reflect less the collapse of the traditional newspaper business model (as seen all too often in cities across the United States) than the impact of larger global economic trends.<sup>8</sup> But there is little denying that much of the political debate has migrated online, both through citizen blogs, online extensions of legacy media, e-government initiatives, public interest sites, and viral videos.<sup>9</sup>

The power of this online political debate arguably peaked with the parliamentary elections of 2011. **When online 'citizen' videos captured what appeared to be gross violations in the vote count, Facebook and Twitter became the main platforms for sharing information and discussing events. Later, the so-called 'white ribbon' protest movement would use these and other online tools – including native born platforms -- to organize mass protests, roaming 'occupy' style encampments, offer aid to comrades detained, and brainstorm future protest actions.**<sup>10</sup> It should be noted that journalists, too, played a large role in organizing protests online in their downtime role as 'citizens' – an idea that may seem strange to some from the U.S., where the firewall between politics and journalists in the U.S. has traditionally been fairly strict.

No wonder, then, the subsequent cyber-attacks against websites run by 'opposition media' such as Novaya Gazeta and Echo of Moscow, denial of service attacks against **Russia's preeminent blogging platform Live Journal,**<sup>11</sup> pressure against bloggers,<sup>12</sup> and **murky Duma debate surrounding a revised 'media law'**.<sup>13</sup> All suggested that **Runet's** reputation as a platform for relatively free and open debate in Russia – true for now -- is nonetheless fragile.<sup>14</sup>

More fragile still has state of civil society since the return of Vladimir Putin to the presidency in 2012. **The forced closure of the USAID Mission, the Duma's newly enacted 'foreign agents' law** against NGOs, repressive libel laws, anti-gay mandates equating homosexuality with pedophilia, suspect prosecution of participants in the protest movement, and accusations of a hidden American hand intent on overthrowing the Putin government are all products of this charged political environment. To put it mildly, these are challenging times.

---

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

<sup>9</sup> See Vedemosti article featuring a complete list of key regional leaders online: <http://www.vedomosti.ru/special/governors-communications.shtml> For examples of public accountability project see <http://dalslovo.ru/Index>, <http://streetjournal.org/myterra/site/>, and <http://gov-gov.ru/>

<sup>10</sup> The political nature of Runet, naturally, extends in all directions. For all the attention given to the opposition movement online, there are just as many sites in support of pro-Kremlin policies and virulent nationalism, as the December 2010 skinhead riots on Manezh Square in downtown Moscow made all too clear.

<sup>11</sup> <http://globalvoicesonline.org/2011/04/06/russia-ddos-attack-on-livejournal-has-russians-debating-internet-politics/>

<sup>12</sup> See, for example, attacks against anti-corruption blogger Alexei Navalny

<http://navalny.livejournal.com/586152.html> and [http://www.youtube.com/watch?v=nAxbf7EnBE0&feature=player\\_embedded](http://www.youtube.com/watch?v=nAxbf7EnBE0&feature=player_embedded)

<sup>13</sup> <http://www.komitet5.km.duma.gov.ru/site.xp/050049.html>

<sup>14</sup> Publication of the latest Freedom House survey on the Internet. The 2011 report ranked Russia position lower than 2009 and called the runet 'partially free.' <http://www.freedomhouse.org/template.cfm?page=664>

## 2009-2012 Programming at a Glance

'RIPMP II' related programs worked directly with 1,766 newspaper professionals (journalists, editors, photojournalists, managers, designers, computer specialists, and sales department personnel) from 335 newspapers across Russia.

Key highlights and figures include:

- Annual Professional Conferences

- The Annual Best Newspaper Design Conference was held all three years with over 570 participants attending competition events and lectures.
- The Best Regional Newspaper competition and accompanying 3-day '**Local Newspaper at the Centre of Events**' conference was held all three years and attended by over 550 editors, journalists, and foreign guests.
- A Russian Infographics Conference was launched in 2011 and held again in 2012 with over 300 design graphic professionals attending the combined events.

- Industry Targeted Book Publications:

- Publication of special edition of *the 'Best Newspaper Design'* compendium all three years, highlighting the best in innovative regional design;
- Publication of the '*Best Regional Newspaper*' book compendium all three years, highlighting the best of regional journalism with behind-the-scenes articles and analysis;
- *Publication of 'Stop Corruption: Journalistic Practices'* book to provide guidance and in-depth analysis of investigative journalism practices that promote accountability and transparency in government.

- Intensive Journalism and Media Business Trainings

- RIPMP and AIRP client members received access to journalism and media business trainings, including near weekly web-based editorial meetings with Eurasia-Media staff beginning in 2011. The embrace of this cost-saving **webinar format has significantly increased regional partners' access to Eurasia-Media and AIRP specialists in areas related to journalism, media management, photography, design, circulation, new media, and marketing.**

Accordingly:

- 180 on-location consultations and/or seminars were conducted by Eurasia-Media staff and/or consultants.
- 50 webinars courses were created and launched by AIRP and/or Eurasia-Media staff together with RIPMP consultants.
- Approximately 2/3 of trainings were targeted towards journalists and 1/3 towards management, business, and circulation.
- Over 1,200 regional journalists received training

- Expansion of the AIRP

The AIRP continued to expand its membership base, with 24 new members joining the organization to bring its total membership network to 66 publishing houses. In addition, the AIRP convened annual summit member conferences, small market newspapers conferences, and board membership councils to steward the organization through 2013.

- Newspaper in Education

The AIRP also launched a new program aimed at helping newspapers engage young readers by working with teachers to develop lesson plans that use newspapers in the classroom. The AIRP held two 'Gazeta in Obraznovanie' conferences that brought together educators, students, and journalists. Since launch of the project, 8 regional RIPMP publisher partners have become active participants in the program.

- Documentary Film Series

Eurasia-Media produced three short documentary films related to the role of media and civil society in regional elections in RIPMP host cities: '**Managed Democracy Misfires**' (Krasnoturinsk, Urals), '**Double Diamond Kachkanar**' (Kachkanar, Urals) and '**Made in Berdsk: A Story of One Protest Vote**' (Berdsk, Siberia). The films premiered in the host cities and subsequently were viewed by an estimated 20,000 people through via public screenings, film festivals, conferences, and online archiving on the Internet – bringing greater awareness of the value of the RIPMP program and role of media in civil society.

---

## **II. Strategic framework**

---

### **a. PROGRAM GOALS**

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



## **b. TARGET OBJECTIVES/RESULTS**

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

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

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

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

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

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

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

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

## **c. METHODOLOGY**

Eurasia-Media believes the objectives of the program are best served by providing a range of media support mechanisms intended to nurture quality independent online and **print publications into 'beacons of excellence' among a widening core of regional newspapers.**

This approach is based on a range of core assumptions, namely that:

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

## **d. PROGRAM STRUCTURE**

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

- Journalism Educational Interventions, primarily including:

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

## III. Programming Activities

### a. Program Development

#### Related Projects:

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

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

Specific objectives of the project include, to:

- Strengthen ties between media organizations and the communities they serve

- through on-line interactive community-oriented journalism;
- Strengthen the quality and reach of news produced by small market media outlets through use of technology-based **'new media' tools**;
- Bolster professional links between editors, print and broadcast journalists across targeted communities through virtual networks and face-to-face exchanges.

20 media outlets are currently enrolled in the program, of which 11 are current RIPMP client publications.<sup>15</sup> In addition, the Community Media program dovetailed with the Best Newspaper Competition to include an increased focus on new media-related technologies.

## **2. Media/Elections Video Documentary Project**

With initial core funding from the USAID Department of Democracy and Governance, Eurasia-Media produced 3 documentary films exploring the role of media and civil society in Russian local elections. The project examines **Russia's electoral process** by documenting little-known competitive mayoral races by exploring the role of representatives from the media, civil society, politics, and the general public. Sustained public dialogue, too, were an important goal of the project, as films produced in the series premiered in their home cities, with major participants invited to take part in a moderated public discussion about the film. Produced works were also distributed online and offered via public screenings in universities and cities across Russia.<sup>16</sup> (See Eurasia-Media Special Projects for additional details).

**Personnel:** Katya Parkhomenko, one of the founders of the influential Lenta.ru website, was hired as a Senior Program Officer to strengthen Eurasia-Media's online news trainings. Ms. Parkhomenko replaced Program Officer, Evgenii Antonov.

**Coordinates:** Eurasia-Media remains at 3/9, 3<sup>rd</sup> Syromyatnichesky Pereulok, Building 3, Moscow, Telephone: +7-495-644-30-80, Fax: +7-495-644-30-81.

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

Publicity-related activities during the report period include:

- Publications, including:

---

<sup>15</sup> Specifically, these include: Vecherniy Krasnoturyinsk (Krasnoturinsk, Sverdlovsk region), Echo Nedeliya (Zheleznogorsk, Kursk region), Kurier. Sreda. Berdsk. (Berdsk, Novosibirsk region), Zhukovskie Vesti (Zhykovskie, Moscow region), Kachkanar Chetverg: (Kachkanar, Sverdlovsk region), Aspekt (Barabinsk, Novosibirsk region), Klinskoe Nedelya (Klin, Moscow region), Bataiskoye Vremya (Bataisk, Rostov region), Gorodski Vesti (Pervouralsk and Revda, Sverdlovsk region), Zolotaya Gorka (Berezovskii, Sverdlovsk region), and Globus (Serov, Sverdlovsk region)

<sup>16</sup> Two other half-hour films have been produced in the series, with both focusing on events in cities of RIPMP clients' Kachkanarskii Chetverg and Vechernoe Krasnoturinsk.

- a. Best Newspaper Design Catalog: Eurasia-Media and the AIRP designed and distributed free copies of the annual Best Newspaper Design compendium all three years of the program.
  - b. Regional Newspaper Book: Eurasia-Media issued free copies of the annual **"Best of Russian Newspaper" book compendium** all three years of the program. The book serves as a companion publication to the annual All-Russia Best Regional Newspaper competition by allowing prize winners to give behind-the-scenes accounts of their award-winning works.<sup>17</sup>
  - c. Stop Corruption Anthology: The AIRP edited and distributed a free book publication addressing journalistic approaches to covering corruption issues.<sup>18</sup>
- Conference events, including Best Newspaper Design, Best Newspaper **Contest, and Russia's first Infographic Conference. The events were free for** all registered participants, whether publications were participating in the RIPMP or not, and promoted opportunities to participate in the program in the future.
  - Eurasia-Media produced documentary films about media and the elections. The films have been shown to audiences in towns and universities across Russia and drawn wide coverage in the press (newspapers, radio, and in the blogosphere).<sup>19</sup> Additional public screenings include Carnegie Center Moscow, Carnegie Center Washington D.C.,<sup>20</sup> Columbia University/Harriman Institute, Tufts University, Frontline Club Russia (to date in Moscow, Nizhni Novgorod, Yekaterinburg, St. Petersburg, and Barnaul)<sup>21</sup>, and the Eurasia-Media run Newspaper at the Center of Events Conference (Moscow, Russia).<sup>22</sup> In addition, the Berdsk film was shown at the One World film festivals in Prague, CZ and featured at roundtable discussion film forums in several countries in Eastern Europe and the CIS.
  - AIRP-related events. The AIRP promoted opportunities for membership and/or participation in training events via regular postings on media-industry sites, such as planetsmi.ru, zhurnalist-virt.ru and postings of ANRI events via YouTube.
  - Vedemosti Column: Eurasia-Media Director Maria Eismont published a bimonthly column on events related to Russian civil society in Vedemosti, a respected national daily.

---

<sup>17</sup> A .pdf version of the book is available for download at <http://www.bestnewspaper.ru/>

<sup>18</sup> [http://anri.org.ru/fls/stop\\_corruption\\_final.pdf](http://anri.org.ru/fls/stop_corruption_final.pdf)

<sup>19</sup> <http://www.svoboda.org/content/transcript/24240058.html>

<sup>20</sup> See <http://www.carnegie.ru/events/?fa=2879>

<sup>21</sup> see <http://www.frontlineclub.ru/?secid=movies&id=50> and <http://www.frontlineclub.ru/?secid=movies&id=51>

<sup>22</sup> For all these events, at least one or more of the project team members was present for post-film discussions.

**RIPMP-Partners:** In implementing RIPMP II programming, Eurasia-Media coordinated contributions from a consortium of media development organizations and partners. As noted previously, this first and foremost includes The Association of Independent Regional Publishers (AIRP) – a creation of the initial RIPMP program whose development into a successor institution for the RIPMP mission constitutes a key objective of the program over the long term. Over the course of three years, the AIRP worked closely with Eurasia-Media in implementing a number of RIPMP-related activities, with a particular focus on organizing conferences, networking partners, and conducting trainings.<sup>23</sup>

Other valuable contributors to RIPMP programming in 2011 included:

- **The World Editor’s Forum (WEF) and the World Association of Newspapers (WAN)**, which again provided additional support to the RIPMP-supported Best Regional Newspaper Contest by providing invitations to competition winners to **attend the organizations’ annual international conference gathering.**<sup>24</sup>
- Independent Press Centers (Moscow <http://www.infolegal.ru/> and St. Petersburg <http://pdi.spb.ru/>) held a variety of events in support of independent media, civil society, and law, including press conferences and roundtables highlighting the work of independent journalists, NGOs, and international guests.
- The Society for News Design (SND), which again provided support and additional sponsorship of the RIPMP-supported Best Newspaper Design competition. Among other forms of support, the SND offers reduced price group memberships for Russian regional newspapers. ([www.snd.org](http://www.snd.org))
- The Foundation for Independent Radio Broadcasting (FNR [www.fnr.ru](http://www.fnr.ru)), which **provided occasional assistance towards meeting the program’s new media objectives** in the areas of online audio and podcasting ([www.podst.ru](http://www.podst.ru)).<sup>25</sup> **Eurasia-Media’s cooperation with the FNR came out of increasingly common goals, the perceived value of uniting Russian media assistance efforts, as well as the increasing convergence of the print and audio mediums on the Internet.**
- The Levada Center, which assisted Eurasia-Media in conducting a sociological study assessing the impact of independent media on local communities.<sup>26</sup>
- The FOJO Institute, which hosted select AIRP member newspapers for training and exchanges at its institute in Kalmar, Sweden via a grant from the Swedish International Development Agency (SIDA)
- The Poynter Institute, which collaborated with the AIRP via an IREX

---

<sup>23</sup> As such, the AIRP can be considered a co-author of this report.

<sup>24</sup> Thankfully, both the WAN and WEF website forums now offer Russian translation – making it possible for non-English speaking Russian journalists to now participate in the discussions and community.

<sup>25</sup> FNR and Eurasia-Media currently administer a joint Community Media program through the U.S. Department of State’s bureau of Human Rights and Labor (DRL).

<sup>26</sup> <http://www.eurasia.org/publications/independent-media-small-town-2011-12>

International Partnerships Program to launch a Russian language version of its online journalism courses.<sup>27</sup>

## **b. Program Planning**

**Participant Recruitment:** Opportunities for participation in RIPMP-related activities are distributed through word of mouth, promotional events (such as conferences), “Best of” anthology books distributed to journalism faculties, as well as letters and informational postings to promising websites. In addition, newspapers newly acquired or launched by expansive RIPMP and/or AIRP client publications – so-called sister publications – received training and consultancies when necessary and appropriate. Finally, the program period also saw Eurasia-Media seek out new independent newspaper partners in regions where a concentration of independent newspaper clusters exist, such as Kirov oblast.

## **c. Training Sequences (Journalism, Media-Business, New Media)**

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

In general, program trainings pursue an ‘arc’ by which client newspapers begin with more basic aspects of newspaper journalism and move towards targeted sessions that address concrete needs – such as new Internet technologies, advanced editorial issues, and the like. In turn, existing and graduate client newspapers have access to specialized trainings and/or workshops according to interest and need. When and where appropriate skilled personnel from ‘graduate publications’ work as co-trainers alongside RIPMP staff, encouraging horizontal connections between partner newspapers in addition to the traditional ‘top-down’ training model. The program period also saw both Eurasia-Media and the AIRP greatly expand use of distance educational ‘webinars’ and virtual editorial ‘meetings’ as a means for instruction, discussion, and networking with partner publications.

## **d. Networking Activities**

As is tradition, components and activities aimed at facilitating communication, building and developing formal and informal associations, creating and improving shared standards, and setting higher professional benchmarks are built into all aspects of the RIPMP. Over the past three years, these networking activities took on a variety of forms,

---

<sup>27</sup> <http://anri.org.ru/projects/poynter.php>

including: conferences, exchange programs, partner-to-partner trips, internships, professional competitions, systems of peer critique, as well as the creation of online Internet-based communities. As noted earlier, many of these networking efforts also folded into the work of the AIRP, which, as an association, promotes the interests of independent regional media as a whole.

### **e. Monitoring, Evaluation, and Analysis**

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

Specific monitoring tools consisted of:

- **Data analysis:** During the application and evaluation process, the project staff collected detailed information on each participating newspaper across a broad range of indicators, including internal structure and resources and market performance. This data is updated on an ongoing basis, with changes analyzed. A special questionnaire was also distributed to partner newspapers, assessing information regarding major changes in local markets, comparative commercial performance relative to state-owned competitors, as well as feedback and narratives about the general outlook of the newspaper following involvement with the RIPMP.
- **Site visits:** When appropriate, participating newspapers receive on-site visits from project staff, adding to the implementing team's ability to make a comparative analysis of qualitative changes in newspapers' performance, outlook and professional standards.
- **Program Staff Monitoring:** With nearly all RIPMP partner publications now publishing online, Eurasia-Media staff regularly monitor newspapers for overall quality of reporting, range of news topics, and relevance. Note that in addition to Internet monitoring, partner newspapers also submit paper and/or .pdf copies of their final editions to Eurasia-Media.
  - **Media Impact Study with Levada Center:** Beginning in 2011, the project team together with the Levada Center launched a sociological study aimed at assessing the impact of independent media on local communities. Specifically, the study compares similar regional cities that do or do not have local independent media and examine the degree of citizen participation and involvement in civic affairs. See <<http://www.eurasia.org/publications/independent-media-small-town-2011-12>> for full copy of Russian report.
- **Qualitative market research:** On occasion, project staff members organize additional comprehensive studies of the Russian regional newspaper markets. The point of these studies is to assist worthy partner outlets in improving the quality of their publications as well as guide Eurasia-Media in its own programming strategies. For example, in past years, these market studies have ranged from local focus groups with readers and advertisers in select partner cities-



- **Gender Monitoring:** In addition to general progress and outcome monitoring, the program team makes an effort to monitor the gender composition of all activities. As a rule, the team strives to ensure that the participant base is evenly divided between men and women, and that women are given equal opportunities to benefit from all of the program's segments.<sup>28</sup>

---

## IV. Progress, Plans & Obstacles

---

**The following sections outline progress toward meeting the targets established in the annual Work-plan for FY2009 – 2012:**

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

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

Specific journalism related activities from 2009-2012 focused on:

- **Core Editorial Training Sequences:** Eurasia-Media continued offering its standard journalism and editorial training sequences, including trainings for designers and photographers as developed under the initial RIPMP. However, during the project period, the majority of these sessions were held virtually using cost-effective distance-learning 'webinars'. This new virtual approach to training included near weekly online group editorial 'meetings' between regional partners and Eurasia-Media staff,<sup>29</sup> where discussions focus on story pitches, strategies for tackling local storylines and special events, as well as in-depth editing sessions with journalists. The AIRP, in turn, handled the majority of management and circulation-related webinars.
- **Targeted Onsite Consultancies:** Where face-to-face interactions are considered more effective, the program team worked directly with partner newspapers to resolve content-related issues via onsite consultancies. Emphasis for these sessions is placed on training journalists, editors, designers and photographers as well as assistance with new media related issues. During the project period, Eurasia-Media held onsite sessions in Kirov for 5 newspapers from around the wider oblast, a new media workshop for new staff members of Kurier.Sreda.Berdsk in Novosibirsk oblast, as well as via two group 'Editorial Workshops,' detailed below.

---

<sup>28</sup> Note that among current partners, women vastly outnumber men in both the newsroom, management, and advertising staffs of newspapers.

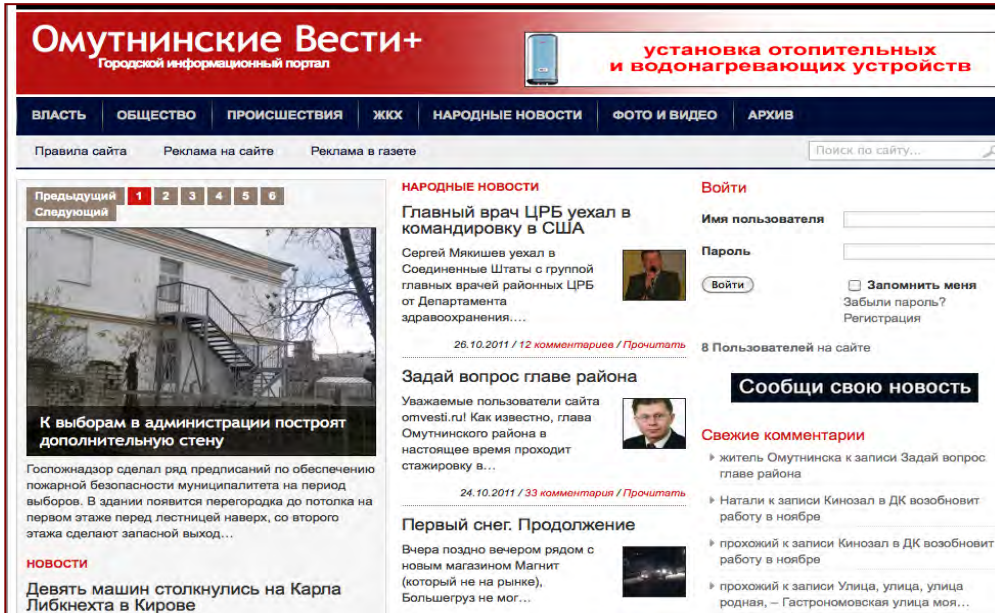
<sup>29</sup> While participants in the project varied from week to week, groups averaged around 16 journalists/editors per session, with some 40 meetings held throughout the year.

- Editorial Workshops:** Continuing a networking exercise developed under the original RIPMP, Eurasia-Media organized two major on-site 'editorial workshops' for editorial staff of emerging regional independent newspapers. Under the program, a select group of RIPMP trainees travel to a partner newspaper to help produce a quality issue of the publication. During the project period, this concept was expanded to include website 'barnraisings' whereby the group helped create a critical mass of content for launch of the local publication online in Serov (Serov Globus, Sverdlovsk oblast, where 12 RIPMP journalists volunteered) in July 2011 and Omutninskiye (Omutninskiye Vesti, Kirov oblast, where 8 RIPMP journalists volunteered). See image captures below for examples of the newly launched websites. In 2012, Eurasia-Media expanded this concept to include special investigative journalism workshops. A week-long seminar in Krasnoturinsk in the Urals looked at financial structures within so-called 'mono-gorods' (one factory towns); a week-long seminar in Krasnodar addressed police corruption and malfeasance related to the flood recovery efforts in Krymsk.

### 'Globus' Goes Online (serovglobus.ru)

The screenshot shows the website 'Глобус' (Globus) for Serov. The header includes the site name and navigation tabs: Главная, Город, Происшествия, Народные новости, Район, Акции, Спорт. A search bar is located on the right. The main content area is divided into several sections:

- Новости дня:** Features an article titled 'Готов ли Серов к пуску тепла' (Is Serov ready for the start of heating?) dated 09/09/2011, written by Татьяна Шарафиева. The article discusses heating issues in schools and homes.
- Народные новости:** A list of local news items, including 'Знакомая дала тесто из монастыря «Святой Матроны»' (A familiar person gave dough from the 'Holy Mother' monastery) and 'Собака напала на моего 2-летнего ребенка' (A dog attacked my 2-year-old child).
- Сообщить новость:** A green button for submitting news.
- Объявления «Глобуса» на сайте:** A blue section for site announcements, with a yellow banner indicating 'обновление по понедельникам' (update on Mondays).
- Самое читаемое:** A list of popular articles, such as 'Экспертиза показала, что коммерсантка везла в Серов героин' (Expertise showed that a merchant brought heroin to Serov) and 'Нужен ли Серову свой бассейн?' (Do we need a pool in Serov?).
- Происшествия:** A section for incidents, including 'Воровал, войдя в доверие к любителям животных' (Stole, gaining trust from animal lovers) and 'Мошенницы украли у бабушки 45 тысяч, подменяя купюры' (Fraudsters stole 45,000 from a grandmother by replacing banknotes).
- Реклама:** A section for advertisements.



**Educational Publications:** Continuing with a past practice of the RIPMP, Eurasia-Media and the AIRP oversaw publication of educational books that support independent regional media.

- Eurasia-Media/AIRP's annual "Best Regional Newspaper" compendium featured the best of independent news reporting from **Russia's regions**. The editions feature both the award-winning articles in question as well as accompanying analysis providing the story 'behind the story.' See image capture this page for an example of a story submitted by a winner in the Best Investigative Report category. The headline reads: "In Truth I Was Afraid, But I Didn't Quit the Story."<sup>30</sup>



- Eurasia-Media and the AIRP's annual "Best Newspaper Design" featured the best of independent newspaper design work in areas such as layout, infographics, and photography among other categories.

- The AIRP's 'Stop Corruption: Journalistic Practices' featured a collection of essays, advice, and behind-the-scenes account of investigative journalism work. The book

<sup>30</sup> <http://www.bestnewspaper.ru/files/katalog2009.pdf>

was issued to both active and perspective member publications at AIRP and Eurasia-Media related events.

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

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

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

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

**Independent Press Centers:**

Over the project period, the RIPMP continued to support Independent Press Centers in Moscow ([www.infolegal.ru](http://www.infolegal.ru)) and St. Petersburg (<http://pdi.spb.ru/>) through a subgrant donation. The concept of the centers arose from a lack of public spaces where leading voices in the fields of human rights, environmental reform, legal reform, free speech, social justice, and other important civic issues could be heard. The centers operate independently of one another but over the past year have collectively hosted a full range of press conferences, roundtables, small format conferences, seminars, and workshops – reaching literally thousands of students, journalists, and civil society leaders.<sup>31</sup>



<sup>31</sup> Note that figures from the Independent Press Centers were not included in overall statistics relative to the RIPMP, as the centers essentially operated independently of the program. The Moscow center averaged 280 events per year. The St. Petersburg center -- 120.

**Objective 2. Business development and financial self-sustainability skills of targeted non-governmental regional newspapers in a position to serve their readers as best is possible given circumstances on the ground.**

**Activities:** During the project period, the program staff conducted a range of activities aimed at building skills among publishers, sales, marketing and distribution managers with the goal of developing regional newspaper partner newspapers into transparent and socially responsible businesses. As with the journalism component of the past year's RIPMP, business trainings were increasingly conducted via virtual webinars, though face-to-face training sessions and individual consultations remained an important part of program outreach. For example, programming in 2010-11 provided advice and guidance to client publications regarding their financial viability amid the ongoing economic crisis.

Specific media business assistance measures for the project period included:

**Business Webinars:** Eurasia-Media offered all participating newspapers access to a series of bi-monthly webinar sessions dedicated to media business issues. Topics covered in the sessions included strategies for coping with the financial crisis, connecting with local advertisers that also appeal to readers, business strategies aimed at competing against state-backed media, and maintaining circulation amid hard economic times. While the number of participants in the virtual webinars varied from session to session, participation averaged around 16 participants per webinar.

**Consulting Projects:** Select newspapers are eligible for individual business consulting projects that include a full range of interventions such as on-site trainings, online consultations, and intensive management and sales training for key personnel. During the project period, Eurasia-Media staff and consultants focused their efforts on the Kirov oblast by working closely with three new RIPMP partners Omutninsk Vesti (Omutninsk), Zemlya Vyatskaya (Kotelnich), and Novovyatsk (Novovyatsk). Note that the efforts in these cities were complimented by Eurasia-Media led journalism trainings.

**RIPMP Clients and The Economic Crisis**

With the expansion of the global economic crisis into Russia's regions, Eurasia-Media and the AIRP have tracked RIPMP member newspapers' progress in dealing with the fallout. Somewhat paradoxically, most partners reported an overall decline in advertising sales and circulation but a sense that their businesses remain intact and poised for future growth. This optimism in part can be explained by a pairing down of the competition, with lesser quality newspapers exiting the scene, as well as journalistic opportunities afforded by covering local economic issues amid difficult economic times. On occasion, this presented a real opportunity for growth. For example, the weekly Serov Globus (Sverdlovsk oblast) – a new 'sister' paper launched by RIPMP partner Vechernie Krasnoturinsk just two years ago – emerged as one of the few publications still operating in Serov (pop. 100,000) and saw its circulation jump two-fold to 18,000. On the hand, the poor local business climate also forced several partners to cancel ambitious plans to expand into neighboring markets. For example, declining revenues forced the owners of Kachkanarskii Chetverg (Kachkanar, Sverdlovsk oblast) to postpone plans to expand into nearby Nizhni Tagil.



## Russian Orphans Judge Newspaper Content [www.mediahelpingMedia.org](http://www.mediahelpingMedia.org)

Newspapers looking to connect with younger readers might want to consider a Russian solution that sounds simple enough: let children have a say about what content they find compelling.

During Russia's recent [Best Regional Newspaper competition](#), event organizers left judging in the children's news page category to those the pages are intended for. Seven orphans with special needs from the Moscow-based charity [Maria's Children](#) served as jury members for the contest

Judges ranging in age from eight to 10 were tasked with sifting through entries, reading the articles and testing out all puzzles and games. Publications they found the most engaging were then ranked by scale.

According to Maria Eismont, Director of the [New Eurasia Foundation's Media program](#), a key organizer of the event, listening to the children's opinions was an eye opener. "So often adults think they understand children's needs when in fact it turns out that children sometimes like something completely different."

Eismont said that in previous years of the competition, the children's news pages were judged by an international adult jury that also weighed entries for investigative stories, editorials, and feature writing. "Some of the best editors in the business have served as judges in the competition, but they seemed a bit confused when it came to evaluating news for children. So we thought we would bring in the real professionals."

It turns out that the newsroom and the playroom occasionally see eye-to-eye.

Among the finalists, the children's jury picked two leading regional tabloids. [Sloboda](#) from the city of [Tula](#) and [Strana Kaliningrad](#) from [Kaliningrad](#) both feature colorful family-oriented inserts that would be familiar to readers of children's pages in Europe or the United States.

But the jury also preferred the black and white publication [Gazeta+](#) from [Karelia](#), whose children's news page consists solely of articles by children. 10-year old jury member, Vanya, particularly approved of an article entitled How Wonderful The Fairy Tales, a critique of the revered Russian writer/poet [Alexander Pushkin](#) by a third grader.

"I love Pushkin's story about fisherman," Vanya said. "It teaches children not to be greedy."

The question may arise whether [Moscow](#) orphans best represent the target audience of newspapers and how similar their tastes are to those of children elsewhere.

Eismont says that while the approach is far from scientific, the experiment has already caught on with regional Russian publications "Several of our regional newspaper partners are already talking about doing their own children's focus groups," she said.

"Next year we're looking to expand the jury. Let's see what the fifth graders have to say."

***AIRP Training Services:*** AIRP continued to offer sliding scale fee-based and/or cost-share versions of Eurasia-Media's management/ad training services for regional independent newspapers. Session trainers included successful regional and national publishers with relevant and immediate knowledge of local markets and potential growth strategies. In addition, AIRP held a series of legal seminars addressing particular issues of importance to media business development, such as copyright and trademark law.

***Networking activities:*** As with the RIPMP's journalism component, a key element of the media-as-business effort includes professional networking opportunities. Notable events from the past year included an annual conference for small market newspapers, U.S. based internships for Best Regional Newspaper main category winners (hosted by the Milwaukee Sentinel, the New Orleans Times-Picayune, and the Patriot-News in Harrisburg, PA), as well as short-term internships and study visit programs for regional newspaper managers through the FOJO Institute for media in Sweden and an IREX International Partnerships grant.

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

***Activities:*** Efforts to network quality regional publications has been at the heart of the RIPMP since its very beginning. Conferences, group trainings, regional association building, and professional competitions are just some of the ways the program has promoted strength in numbers among client publications while encouraging standards of excellence in a transparent and meaningful way. Here, the work and success of the Association of Independent Regional Publishers (AIRP) has been essential, as the organization has emerged as a genuine regional player that can both implement programming, organize conferences, and promote the ideals of the RIPMP over the long-term.

Specific network strengthening activities include:

***AIRP Capacity Building:*** Over the past year, the AIRP continued to assume a larger role in the implementation of a range of RIPMP-related events, with the long-term goal of turning the organization into a sustainable successor host for promoting RIPMP mission and goals. As a result, the AIRP played a major role in the organization and implementation of annual conference events (AIRP Members Summit, Newspapers in Small Markets, and Editors Forum), lobbying efforts on behalf of independent media, as well as specialized trainings for member clients.

Consider:

- ***AIRP Membership:*** - The AIRP continued to expand its membership base, with 24 new affiliate members, bringing total network of membership to 66 publishing

houses with 179 publications.<sup>32</sup> In addition, the AIRP convened its annual summit member conference, electing new board members and leadership to steward the organization through 2013. Finally, the association has been able to present a united front in defense of the interests of independent media, through lobbying at the Public Chamber, and occasionally, defense of publishing members in times of need through legal consultations and support from fellow partner members.

- **'Soft' Competitions:** The AIRP continued to run occasionally 'soft' contests such as a monthly 'Best Front Page' competition to promote quality standards and a friendly sense of competition between member clients. Participation in these events remained high throughout the year, in part as a result of efforts to solicit participation via media industry websites, with an average of 170 newspapers participating in the contests.<sup>33</sup>
- **Newspaper in Education:** In September of 2010, the AIRP held the 2<sup>nd</sup> annual Newspaper in Education conference in Barnaul and launched a new educational website for the project in October of 2010 ([www.edupaper.ru](http://www.edupaper.ru)). Currently, 12 regional newspapers are participating in the NIE Russia program, which includes regular online consultations with the Association of Newspapers' Young Readership Development department via webinars. Note that another
- **Legal Consultation:** The AIRP continued to provide member newspapers with access to free legal advice from qualified media lawyers. Support came both through online law-related webinars as well as regular monitoring of media law issues as they related to independent media.<sup>34</sup>

#### **BEST CHILDREN/YOUTH NEWSPAPERS**

RIPMP II continued with the program's past practice of encouraging partner publications to engage teenage and younger readers. With that in mind, Eurasia-Media added a new feature to the Best Newspaper Competition for RIPMP II: juries comprised of children and/or youth from small towns, orphanages, and big cities were recruited to judge entries in the 'Best Youth Daily' and 'Best Children's Newspaper' categories. **See article on page 22.**

**Official Conference/Competitions:** The AIRP and Eurasia-Media organized a host of major events throughout the year, detailed below:

- **The Best Newspaper Design Conference/Competition<sup>35</sup>**  
([www.newspaperdesign.ru](http://www.newspaperdesign.ru))<sup>36</sup>

<sup>32</sup> A map detailing all current AIRP member can be found at:  
<https://maps.google.com/maps/ms?ie=UTF8&hl=ru&msa=0&msid=218070504436315353534.0004a28567e354b1c9a50&ll=61.77312381.386719&spn=39.628762240.117188&z=3>

<sup>33</sup> <http://anri.org.ru/frontpages/month.php>

<sup>34</sup> <http://anri.org.ru/laws/>

<sup>35</sup> A complete program schedule from the conference can be found at [http://www.newspaperdesign.ru/NewsDesignConf2010\\_11.pdf](http://www.newspaperdesign.ru/NewsDesignConf2010_11.pdf). A list of competition winners can be found in the Appendix.



During the project period, Eurasia-Media, the AIRP, and the Russian Society for Newspaper Design oversaw organization of the annual Best Newspaper Design Conference for Russian newspapers. The annual event was founded in 2004 in an effort to promote the highest standards for professional designers, editors, artists, photographers, and others whose work effects the 'look' and 'feel' of newspapers. Principles of the conference and competition include free exchange of ideas between newspaper professionals and a mission to improve the visual culture of informational publications.

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

Presentations from the conference have included included:

- Lili Lu, (Republic of China)<sup>37</sup> on Chinese newspaper design
- Jorsdic Guzman Bulla (Germany, Welt am Sonntag) on story planning.
- Andrey Garulkin (RIA-Novosti) on multiplatform authoring
- Pavel Shorok (RIA-Novosti) on multimedia infographics
- Yuri Gordon (Type Designer, Moscow, Russia) on font design

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

- **Best Regional Newspaper/Newspaper at the Centre of Events<sup>38</sup>**

The Eurasia-Media/AIRP-organized Best Newspaper Contest and accompanying **'Newspaper at the Centre of Events' conference served** as a major annual tie-in for all RIPMP-related programming. Since its founding in 2006, the **event's** mission has remained largely stable while the competition and conference have gradually grown in scope: then as now, the conference seeks to network and **educate Russia's** independent journalists on key issues confronting the industry, while recognizing the best works in regional Russian print journalism as determined by an independent international jury of peers, this year including journalists from Russia, Ukraine, Kazakhstan, Estonia, and the Czech Republic.

---

<sup>36</sup> Video of conference presentations can be found at:

<http://www.newspaperdesign.ru/index.php/Konferentsiya-Gazetnyy-dizayn-2010/Video-Konferentsiya-Gazetnyy-dizayn-30-31-oktyabrya-2010-goda/Zal-1.-30-oktyabrya-2010.html>

<sup>37</sup> Recipient of the Society for Newspaper Design's Gold Award in 2010.

<sup>38</sup> A copy of the complete program schedule can be found at

[http://bestnewspaper.ru/program2011\\_fin.doc](http://bestnewspaper.ru/program2011_fin.doc)



The competitions averaged 250 submissions from 160 newspapers across Russia. The conference event itself was attended by journalists from regions all across Russia, as well as visiting presenters from Russia, Ukraine, Europe, the Middle East, and the United States.<sup>39</sup> Conference organizers often tried to balance presentations around news industry trends, developments in Russian civil society, new media technology, and cutting edge reporting – including that of Pulitzer Prize winning journalists.

Awards categories consisted of Best Newspaper, Best Newspaper Website, Best Investigative Report, Best News Public Awareness Campaign, Best Explanatory Material, Best Editorial Column, and Best Photojournalism

Examples of past conference session topics and presenters, include:

### **BEST REGIONAL NEWSPAPERS WINNERS 2009-2012**

#### **Best Regional Newspaper**

- 2012 Gold - "Kachkanarskii Chetverg"
- 2011 Silver "Sloboda" Tula
- 2010 Gold "Courier.Sreda. Berdsk" Berdsk\*
- 2009 Silver "Gorodski Vesti ", Pervouralsk"\* and Delovaya Gazeta, Krasnodar

*\*indicates current RIPMP partner newspaper*

The future of investigative reporting, with presentations by:

- Tom Jennings (Frontline PBS, New York) on "Law and Disorder" – a multimedia investigation of murders in post-Katrina New Orleans. A

collaboration between Pro-Publica, Frontline, and the Times Picayune, the project has received numerous prizes, including a Polk Award and Best Investigative Site award from the Online News Association.

- Nina Petlyanova (Novaya Gazeta, **St. Petersburg**) on their newspaper's **investigations into Vladimir Putin's charity work.**
- Valery Nazarov, (Pilgrim67, Chelyabinsk) on investigative online work done by bloggers in the Urals.
- Paul Ivashevich, (The Informant, Lviv, Ukraine), on specifics of investigative work in Ukraine.

**Russia's Political Future, including presentations by:**

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

New Technology and News, including presentations by:

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

Elections and Media, including presentations by:

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

Engaging Young Audiences, including a workshop by:

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

New Media and Community Outreach, with:

- Mandy Jenkins (Huffington Post) on Online Community tools<sup>40</sup> (location: Foundation for Independent Radio)

- **Information Graphics and Information Design Conference<sup>41</sup>**

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

Presenters have included:

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

- **AIRP Member Events**

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

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

---

<sup>40</sup> The workshop was held as part of a joint Eurasia Media/Foundation for Independent Radio Community Media program funded by the US Department of State's Department for Human Rights and Labor.

<sup>41</sup> A complete schedule from the Infographic conference can be found at [http://www.newspaperdesign.ru/program\\_ig\\_21-04\\_new.doc](http://www.newspaperdesign.ru/program_ig_21-04_new.doc)

During the project period, exchanges included:

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

#### **Objective 4. Online capacity of independent regional publications strengthened and in a better position to report on and interact with the communities they serve.**

**Activities:** While the RIPMP was initially conceived to directly address the needs of newspapers in the traditional sense of the word, RIPMP II from the outset sought to meet obvious technological changes occurring in the publishing industry.

Over the course of the project period, Eurasia-Media and the AIRP have helped regional partners gain a digital foothold – with all now having launched web editions of their print publications, and several serving as key discussion forums for local issues in their home cities. Subsequently, Eurasia-Media and the AIRP introduced additional trainings to help **publications’ not only participate in the online world** but drive the online debate – through increased focus on social media, reader interaction, and citizen-supported newsgathering.<sup>42</sup>

Key activities tied to new media included:

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

Other new media related training included Eurasia-Media **‘web barnraisings’** for newspaper partners in Serov, Sverdlovsk oblast ([serovglobus.ru](http://serovglobus.ru)), Omutninsk, Kirov oblast ([omvesti.ru](http://omvesti.ru)), and Yakutsk, Yakutia ([www.vecherniy.com](http://www.vecherniy.com)). **Finally, it’s worth**

---

<sup>42</sup> Note that additional programs dovetail with these new media efforts. For example, a US State Department DRL-funded Community Media program will work with several RIPMP partners to promote community-oriented new media reporting through 2011; in addition, the AIRP has been participating in an IREX-funded media partnership program by working with the Poynter Center Online; Finally, the AIRP is active in a SIDA-funded partnership with the Swedish FOJO Institute, where many new media issues are also involved.

noting that the Best Regional Newspaper, Best Newspaper Design, and Infographic News conferences were heavily devoted to new media issues and included consultations and specialized workshops.

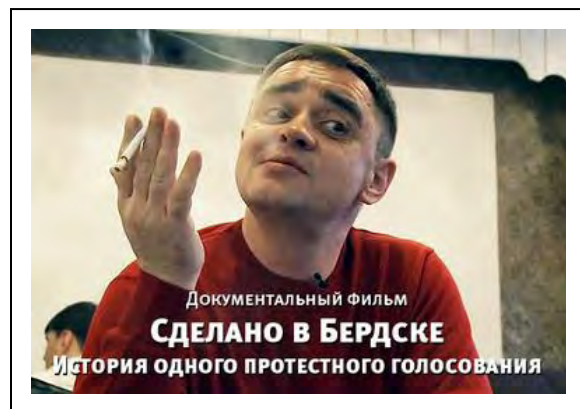
**b. New Media Trainings for Business:** The project team hosted regular training events (both traditional and webinar) aimed at helping media partners develop online news business model strategies. Specific issues addressed included new approaches to online advertising, fundraising/crowdsourcing, and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

**c. Citizen-Oriented Media Trainings:** Building on a successful model launched via the Kurier.Sreda.Berdsk in Berdsk Siberia last year, Eurasia-Media worked with RIPMP partners to encourage greater interaction with readers via news websites. Trainings included sessions focused on online community building, effectively moderating forums, and use of social media in compiling news among others. However, the most notable development over the past three years was **the success of reader 'Submit Your News'** sections on their websites. The result has been a wellspring of local news on everything from potholes and lost pets, to election coverage and consumer rights.

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

- **Documentary Films/"Role of Media, Civil Society, and Public Servants in Russian Local Elections"** With funding from USAID, Eurasia-Media produced a series of documentary films/discussion forums examining small town elections in regional Russia – in the home cities of partner media outlets.<sup>43</sup>

For example, Eurasia-Media's project team covered the March 2011 mayoral elections in Berdsk (Novosibirsk oblast), where the refusal of United Russia to participate in local debates organized by the Kourrier.Sreda.Berdsk newspaper helped trigger a rare second round run-off election against the Communist Party. In May of 2011,



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

<sup>43</sup> Eurasia-Media produced two documentaries on RIPMP partners in Krasnoturinsk and Kachkanar in 2010, and in RIPMP partner Berdsk in 2011. Footage for what may emerge as a subsequent film was shot in RIPMP partner town Zhukvoskii.

Following the premier in Berdsk, the project team participated in a series of additional screenings and promotional activities. Producers Masha Eismont and Charles Maynes participated in two screening/discussion forums in Moscow, Novosibirsk, Barnaul, and St. Petersburg. The films producers also provided **press interviews (“Echo of Moscow, St. Petersburg”, Voice of America, Radio Liberty, AltaPress)**, authored articles (Novaya Gazeta, St. Petersburg and Moskovski Novosti), and launched an online campaign via Vimeo, YouTube, and the blogosphere.<sup>44</sup> As a result, the film received 15,000 + viewings via postings on the Echo of Moscow main page, influential **Runet pioneer Anton Nossik’s blog, the AltaPress web portal in the Altai, and Kurrier.Sreda.Berdsk’s own webpage.**<sup>45</sup> An English language subtitled version of the film was also produced ahead of an October 2011 screening at the Carnegie Endowment in Washington DC.<sup>46</sup>

---

<sup>44</sup> Sample coverage articles include:

[http://www.mn.ru/newspaper\\_zoom/20110406/300887032-print.html](http://www.mn.ru/newspaper_zoom/20110406/300887032-print.html)

<http://www.voanews.com/russian/news/Russia-fair-elections-Berdsk-experience-2011-10-20-132225718.html>

<http://www.svobodanews.ru/content/article/24365232.html>

<http://carnegie.ru/events/?fa=3350>

<http://www.lenizdat.ru/a0/ru/pm1/c-1099543-0.html>

[http://www.1tvnet.ru/content/show/sdelano-v-berdske---film-o-svobode-viborov-v-rossii\\_04345.html](http://www.1tvnet.ru/content/show/sdelano-v-berdske---film-o-svobode-viborov-v-rossii_04345.html)

<http://civilcontrol.ru/gkreions/277-berdsk-kak-simvol-chestnyh-vyborov.html>

<http://www.novayagazeta.spb.ru/2011/67/4>

<http://www.tebe-i-vsem.ru/node/1479>

<sup>45</sup> At time of writing, the Berdsk film had an estimated 12,000 views according to online tracking statistics via Youtube and Vimeo. See <http://www.youtube.com/watch?v=fwbXmXTCRDM> and <http://vimeo.com/29361792>

<sup>46</sup> An English subtitled version of the film can be viewed at <http://vimeo.com/30257998>

## Appendix A / RIPMP Participants

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

Newspaper	City	Population <sup>47</sup> n	Circulation <sup>48</sup> n	Issue p/wk	Owner	Editor	Participation
<i>Вести от партнера</i> <i>Vesti ot partnyora</i>	Buzuluk, Orenburgskaya oblast	87 000	7 000	1	ООО Инф.-тех. Центр "Партнер" Info-Tech. Center "Partner"	Солуянова Н.М. N.M. Soluyanova	Partner
<i>Томская неделя</i> <i>Tomskaya nedelya</i>	Tomsk, Tomskaya oblast	666 000	22 604	1	Плетнева И. А. I.A. Pletneva	Плетнева И. А. I.A. Pletneva	Partner
<i>Качканарский четверг</i> <i>Kachkanarskiy chetverg</i>	Kachkanar, Sverdlovskaya oblast	50000	5000	1	Лаптев Ю. Y. Laptev	Лаптева Л. L. Lapteva	Partner
<i>Городские вести</i> <i>Gorodskie vesti</i>	Revda, Sverdlovskaya oblast	64 258	10 800	2	Editorial collective	Безпятах В.А. V.A. Bezpyatykh	Partner
<i>Камские зори плюс</i> <i>Kamskie zori plus</i>	Dobryanka Permskiy krai	35,000	5,900	1	ООО "Pressa-Tom"	О. Melanina	Partner
<i>Вятский наблюдатель</i> <i>Vyatskiy nablyudatel</i>	Kirov, Kirovskaya oblast	1 500 000	32 500	1	Бачинин С. И. S.I. Bachinin	Бачинин С. И. S.I. Bachinin	Partner
<i>Дважды два</i> <i>Dvazhdy dva</i>	Apatity, Murmanskaya oblast	70 000	8 000	1	Дылев И. и Кузнецова Т. I. Dylev & T. Kuznetsova	Дылев И. I. Dylev	Partner
<i>Информ-полис</i> <i>Inform-polis</i>	Ulan-Ude, Buryatia	385 000	36 000	1	S. Dogayev	Нагуслева Т. М. T.M. Naguslaeva	Partner
<i>Парма новости</i> <i>Parma novosti</i>	Kudymkar, Permskiy krai	134 000	5 750	1	Мешавкин С. В. S.V. Meshavkin	Боталова Н. Н. N.N. Botalova	Partner

<sup>47</sup> The population figure is provided by the applying newspaper and designates the total population of the geographical area that the newspaper identifies as its target territory. Thus, it does not necessarily reflect the population of a given city, and two publications in the same city may list different populations.

<sup>48</sup> The circulation figure is the *тираж* (print run) figure provided by the applying newspaper and is not independently audited by the project staff for the purpose of this document, although in some cases the staff is aware of discrepancies between an applicant's stated and actual *тираж* (print run).



<b>Свободный курс</b> <i>Svobodny kurs</i>	Barnaul, Altaysky krai	653 000	31 000	1	ИД "Алтапресс" Altapress Publishing House	Овчинников В. А. V.A. Ovchinnikov	Partner
<b>Хабаровский экспресс</b> <i>Khabarovskiy express</i>	Khabarovsk, Khabarovskiy krai	580 400	19 500	1	Глухов С.А. & Глухов И.С. S.A. Glukhov & I.S. Glukhov	Глухов С. А. S.A. Glukhov	Guest
<b>Эхо недели</b> <i>Ekho nedeli</i>	Zheleznogorsk, Kurskaya oblast	93 000	20 000	1	Editorial staff	Полозкова В.М. V.M. Polozkova	Partner
<b>К вашим услугам</b> <i>K vashim uslugam</i>	Shakhty, Rostovskaya oblast	120000	18000	1	ID Peregodova Ltd.	Рипачева О. O. Ripacheva	Partner
<b>Вечерний Котлас</b> <i>Vecherny Kotlas</i>	Kotlas, Arkhangelskaya oblast	70 000	5 000	1	Завадский Н.Н. N.N. Zavadsky	Завадская Т.В. T.V. Zavadskaya	Partner
<b>Страна Калининград</b> <i>Strana Kaliningrad</i>	Kaliningrad, Kaliningradskaya oblast	450 500	37 500	1	Хван А.М. & Васильева М.В. A.M. Khvan & M.V. Vasileva	Васильева М.В. M.V. Vasileva	Partner
<b>Частный интерес</b> <i>Chastny interes</i>	Chaikovskiy, Permskaya oblast	130000	11000	1	Евдокимов О. Evdokimov O.	Синицкая О. Sinitzkaya O.	Partner
<b>Бердский курьер</b> <i>Berdskiy kurier later</i> <i>reformed as</i> <i>Kurier.Sreda.Berdsk</i>	Berdsk, Novosibirskaya oblast	96000	6000	1	Three individuals initially Now Galina Komornikova	Коморникова Г. G. Komornikova	Partner
<b>Вечерний Краснотурьинск</b> <i>Vecherniy Krasnotur'insk</i>	<b>Krasnotur'insk,</b> <i>Sverdlovskaya oblast</i>	70000	8500	1	Арцыбашев А., Арцыбашева И. A. Artsybashev. I. Artsybasheva	Калинина Н. N. Kalinina	Partner
<b>Город hm</b> <i>Gorod hm</i>	Khanty-Mansiysky, Avtonomniy Okrug	81000	5050	1	ЗАО «Информационное агентство «Медиаком» "Mediacom" Information Agency	Федосенко В. V. Fedosenko	Partner
<b>Совет</b> <i>Sovet</i>	Serpukhov, Moskovskaya oblast	128 000	5 000	1	Thirteen individuals	Чернова И.А. I.A. Chernova	Partner
<b>Бизнес Арс</b> <i>Biznes Ars</i>	Arsenev, Primorsky krai	62 000	17 000	1	Five individuals	Суриц Е.С. E.S. Surits	Guest
<b>Плюс Информ</b> <i>Plyus Inform</i>	Kyzyl, Tyva republic	105 000	16 200	1	Three individuals	Локоткова Е.В. E.V. Lokotkova	Guest
<b>Сучан</b> <i>Suchan</i>	Partizansk, Primorsky krai	52 000	7 000	1	Такташева Н.Р. N.R. Taktasheva	Такташева Н.Р. N.R. Taktasheva	Guest
<b>Франт</b> <i>Frant</i>	Novokuznetsk, Kemerovskaya oblast	600 000	22 500	1	Кожевников В. Г. & Долгова С. Г. V.G. Kozhevnikov & S.G. Dolgova	Долгова С. Г. S.G. Dolgova	Guest
<b>Ять</b> <i>Yat</i>	Kolomna, Moskovskaya oblast	140 000	14 500	1	Арензон М. Я. M.Y. Arenzon	Арензон М. Я. M.Y. Arenzon	Guest
<b>Глагол</b>	Miass,	172000	15008	2	Стрельников В.	Стрельников В.	Guest

<i>Glazol</i>	Chelyabinskaya oblast					V. Strelnikov	V. Strelnikov	
<b>Уездный город</b> <i>Uezdnyy gorod</i>	Livny, Orlovskaya oblast	250000	3500	1		<b>Богданова Е.</b> E. Bogdanova	<b>Богданова Е.</b> E. Bogdanova	Partner
<b>168 часов</b> <i>168 tchasov</i>	Kineshma, Ivanovskaya oblast	100000	25000	1		Golubeva G.	Rumyantseva E.	Partner
<b>Жуковские Вести</b> <i>Zhukovskiy Vesti</i>	Zhukovskiy, Moskovskaya oblast	100000	13000	1		3 individuals	Znamenskaya N.	Partner
<b>Уездный город</b> <i>Uezdnyy gorod</i>	Livny, Orlovskaya oblast	54000	4 500	1		Bogdanova E.	Bogdanova E.	Partner
<b>Золотая Горка</b> <i>Zolotaya Gorka</i>	Berezovskiy, Sverdlovskaya oblast	65000	3 000	1		P. Shabelnikov	Shabelnikov P.	Partner
<b>Якутск вечерний</b> <i>Yakutsk vecherniy</i>	Yakutsk, Yakutskaya oblast	25000	5 000	1		Levin L.	Ivanova M.	Partner
<b>Волгодонск События</b> <i>Volgodonsk Sodytiya</i>	Volgodonsk, Rostovskaya oblast	180000	4 000	1		OOO "Petchatnik"	Tchernousova S.	Partner
<b>Курский вестник</b> <i>Kurskiy vestnik</i>	Kursk, Kurskaya oblast	430000	10000	1		Trubnikova L.	Trubnikova L.	Partner
<b>Чеченское общество</b> <i>Chechenskoe obshchestvo</i>	Grozniy, Chechenskaya respublika	180000	4 000	1		Aliyev T.	Aliyev T.	Partner
<b>Молва</b> <i>Molva</i>	Otradniy, Samarskaya oblast	49000	6 000	1		No owner (public organization, non-commercial partnership)	Kotchubey O.	Partner
<b>Местный Спрос</b> <i>Mestni Spros</i>	Shua, Ivanovskoi Oblast	70000	9500	1		Shestuxin, S.A. & Berdyukov, E.L.	Pavlov, A.A.	Partner
<b>Батайская Время</b> <i>Batayskoe Vremya</i>	Bataysk, Rostovskii Oblast	107500	6000-7000	1		OOO Newsroom 'Batayskoe Vremya'	Shishkanova, S.V.	Partner
<b>Городские Вести</b> <i>Gorodskii Vesti</i>	Pervo-uralsk, Sverdlovsk oblast	64258	5600 Tues. 10800 Thurs.	2 Tue/Thur		Revda Info		Partner
<b>Глобус</b> <i>Globus</i>	Serov, Sverdlovsk oblast	100,000	18000	1		<b>Арцыбашев А., Арцыбашева И.</b> A. Artsybashev. I. Artsybasheva	Sharafeeva, T.	Partner
<b>Омутнинские вести ,</b> <i>Otmunitskie Vesti</i>	Otmunitsk, Kirov oblast					<b>Rikin, Alexander</b>	Ushakova. V.	Partner
<b>Наш Город Кирово-Чепецк</b> <i>Moi Novovyatsk, Kirov</i>	Chepteskiy, Kirov oblast			2		<b>Eremin, Andrey</b>	Eremin, A.	Partner
<b>Мой Нововятск, Kirov</b> <i>Moi Novovyatsk</i>	Kirov, Kirov oblast					<b>Zholobova, E. Kirillov, E.</b>	Zholobova, E.	Partner

---

## Appendix B/ AIRP MEMBER PUBLISHING HOUSES

---

1. Tula, Tula region, Molodoy Kommunar, ZAO AK MK
2. Tula, Tula region, Sloboda (newspaper), OOO Sloboda
3. Tambov, Tambov region, Vse dla Vas, Kopeika rubl berezhet, Tambovskaya yarmarka, Stroika I remont, Telesem (newspapers), ZAO Vse dla Vas
4. Zheleznogorsk, Kursk region, Golos Zheleznogorska, Echo nedeli (newspapers), ZAO Golos Zheleznogorska
5. Kuznetsk, Penza region, Ljubimaja gazeta, Zanimatelnaja gazeta, Novaja Ljubimaja gazeta (newspapers), OOO Vesta
6. Kotlas, Arhangelsk region, Vecherniy Kotlas (newspaper), OOO Yug Severa
7. Kudimkar, Perm krai, Parma novosti (newspaper), OOO Pechatniy dom
8. Dobrjanka, Perm krai, Zori Plus (newspaper), OOO Pressa TOM
9. Kaluga, Kaluga region, Kaluzhskiy perekrestok (newspaper), Biznes zhurnal (magazine), Komsomolskaya pravda, Zolotoy kvadrat, Va-bank (newspapers), Agentstvo KP-Kaluga
10. Kirov, Kirov region, Vjatskiy nabludatel newspaper, Vjaskiy nabludatel editorial house
11. Voronezh, Voronezh region, Kommuna, Voronezhskaja nedela, Kommuna plus, Korobeinik, Kommunalka (newspapers), Kommuna newspaper editorial house
12. Voronezh, Voronezh region, MOEI, Va-bank (newspapers), Lady (magazine), Svobonaja pressa PH

13. Kazan, Respublika Tatarstan, Vostochniy express (newspaper), OOO Eurasia Media
14. Kazan, Respublika Tatarstan, Vremja I dengi (newspaper), ZAO Vremja I dengi
15. Klin, Moscow region, Klinskaja nedelja (newspaper), OOO Viko Plus
16. Kolomna, Moscow region, YAT (newspaper), Sadba (magazine), Delovoy razgovor (magazine), Rabota (newspaper), OOO Yat PH
17. Zhukovskiy, Moscow region, Zhukovskie vesti (newspaper), OOO Zhukovskie vesti
18. Noginsk, Moscow region, Kommersant Express (newspaper), OOO Kommersant Express
19. Sergiev Posad, Moscow region, Novoje zerkalo newspaper, OOO Mosoblkino
20. Rostov-on-Don, Rostov-on-Don region, Gorod N business weekly, Gorod N PH
21. Rostov-on-Don, Rostov-on-Don region, Krestianin newspaper, Delovoy krestianin magazine, Krestianin PH
22. Rostov-on-Don, Rostov-on-Don region, Kazachiy krai newspaper, Dve sestri magazine, OOO perekrestok
23. Shahti, Rostov oblast, KVU (newspaper), Grushevskiy most (magazine), OOO PH Peregudova
24. Anapa, Krasnodar region, Vse dla Vas (newspaper), Komfort rele-gazeta (newspaper), Vse dla vas PH
25. Kuibishev-7, Novosibirsk region, Aspekt newspaper, Aspekt OOO
26. Novosibirsk, Novosibirsk region, Vrema deneg (magazine), Studencheskiy gorod (newspaper), Sosedi (newspaper), Sibirskaya pressa PH
27. Berdsk, Novosibirsk region, Kurjer. Berdsk. Sreda (newspaper), OOO Bukzitsa

28. Hanti-Mansiysk, Yugra, Moy gorod bez zensuri (newspaper), OOO Moy Gorod
29. Revda, Sverdlovsk region, Gorodskie vesti (newspaper), Shtuka (newspaper), Limon (magazine), OOO Revda-Info
30. Krasnoturinsk, Sverdlovks region, Vecherniy Krasboturinsk (newspaper), IP Arzibashev
31. Berezovskiy, Sverdlovks region, Zolotaja gorka (newspaper), OOO Gorodskaja pressa
32. Kachkanar, Sverdlovks region, Kachkanar chetverg (newspaper), Tvoja ekonomika (newspaper), OOO Laplend
33. Ekaterinburg, Sverdlovks region, Ja pokupaju shopping guide network, Shoppin Guide network, Biznes I Zhizn (magazine), Delovoy kvartal business magazine network, BLIZKO reference books network, Puls zen network, TeleShow magazine network, Nasha gazeta (newspaper), Abak-Press PH
34. Cheljabinsk, Cheljabinsk region, Chas pik (newspaper), Chas pik editorial house
35. Cheljabinsk, Cheljabinsk region, Gorodskoy dilligans (newspaper), ZAO Gorodskoy dilligans
36. Cheljabinsk, Cheljabinsk region, Biznes kluch (magazine), Stroyexpert (magazine), RA Price
37. Cheljabinsk, Cheljabinsk region, Cheljabinskiy rabochiy (daily newspaper), Tumba (newspaper), Cheljaba (newspaper), ZAO ChR-Manager

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

47. Yakutsk, Saha republic, Yakutsk vecherniy (newspaper), Nord Press PH
48. Novoshaktinsk, Rostov oblast. Publishing House, Interface. Newspaper "Business Novoshakhtinsk"
49. Taganrog Rostov oblast, YUGINFORM "Business Review", newspaper "Kommercheskoe Obozrenie"
50. Kamensk-Shakhtinsky, Rostov region. Newspaper "PIK",
51. Kuban, Republic of Adygea, Krasnodar Territory, Rostov Region. "Media Bureau" and "Arguments nedeli"
52. "Redkaksia Gazeta PIK" Kamanskie-Shatinskii, Rostov oblast. "PIK"
53. "Grand Express" Khabarovsk, Khabarovsk Krai newspaper "Khabarovsk Express" "Khabarovsk Pensioner" "Antenna" "Anonc TV" newspaper "Sonishko" "Na Vistavke" "Vsyeo dlya Vas" and the magazine "Turmenyu"
54. Kungur, Permskii Krai. "Iskra" Newspaper "Iskra"
55. Arkhangelsk "Image Press" newspaper "Business Class"
56. Apetiti, Murmansk oblast. Redaktsia Gazeta, "Dvazdi Dva"
57. Glazov, Republic of Urdmurtia. Redaktsia Gazeta "Krasnoe Znamya" Newspaper "Krasnoe Znanie", newspaper "Katlina Krasnaya" and advertising newspaper "Krasnaya tsena"
58. Cherepovets Vologda Region, North-West District LLC "Advertizing Service" (Associate Member) Publications: "Real estate and construction area," "Glyanets.Lyudi.Sobytiya.Gorod"
59. Chelyabinsk, Chelyabinsk Region, Urals District. LLC "Advertising Agency" Paramon " www.paramon.ru, <http://www.vibirai.ru/>, <http://kursdela.biz/journal/> Publications: "Journal of "current affairs Business trend»
60. Kaliningrad, North-West District. "Zapadnaya Pressa" <http://klops.ru/> . Publications: The newspaper "Komsomolskaya Pravda in Kaliningrad", Newspaper "Kaliningrad antenna", the newspaper "Arguments and Facts - Kaliningrad" newspaper "Evening

tram", Newspaper "TVoy leisure", Newspaper "TV program in Kaliningrad", Newspaper "Va- Bank - inform "newspaper" Moskovsky Komsomolets in Kaliningrad ", Newspaper" Express newspaper, "Gazeta" Driving - Region. Kaliningrad "Magazine" King's Gate ", Journal of the" Top 100 "magazine" Baltic Broadway "Journal" Kaliningrad home "magazine" are built and repaired, "Journal" I buy furniture, "Journal" I buy real estate, "Journal «Shopping Kaliningrad" Magazine "Good choice. Guide to supermarkets and shopping centers, "Directory" Hello, Kaliningrad! "

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



# Appendix C/ Advisory Board Members

Mikhail BERGER

General Director

Rumedia

Veronica DMITRIYEVA

Media Development Loan Fund

Ekaterina DROZDOVA

Program Coordinator

U.S. Agency for International Development

Maria EISMONT

Chief of Party, Independent Media Sector

New Eurasia Foundation

Samuel GREENE

Program Co-Chair, East East: Partnership Beyond Borders Program

Carnegie Center Moscow

Andrei RIKHTER

Director

Media Law & Policy Institute

Dmitry SURNIN

Editor-in-Chief

Moy Rayon, Moscow

Elena VARTANOVA

Vice-Dean, Faculty of Journalism

Moscow State University

Manana ASLAMAZYAN

Director

ANO Internews-Europe

# Appendix D/ Project Staff

## **New Eurasia Foundation, Eurasia Media**

Maria EISMONT – Director, Chief of Operations [meismont@efmedia.ru](mailto:meismont@efmedia.ru)

Katya PARKHOMENKO – Senior Program Officer [parkhomenko@gmail.com](mailto:parkhomenko@gmail.com)

Charles MAYNES – Program Officer – [charlesmaynes@gmail.com](mailto:charlesmaynes@gmail.com)

Anna AVERINA – Program Expert – [aaverina@efmedia.ru](mailto:aaverina@efmedia.ru)

Maria KROKHINA – Program Coordinator – [mkrokhina@efmedia.ru](mailto:mkrokhina@efmedia.ru)

Anton GOLOVANOV – Program Coordinator – [agolovanov@efmedia.ru](mailto:agolovanov@efmedia.ru)

Vasily SKACHINSKY – IT Manager

## **Association for Independent Publishers (AIRP)**

Anna KOSHMAN, Director, Chief of Operations [akoshman@airp.ru](mailto:akoshman@airp.ru)

Viktoria CHIKIREVA, Commercial Director [inform@airp.ru](mailto:inform@airp.ru)

Yulia VARGIRA, Community Director [izdatel@airp.ru](mailto:izdatel@airp.ru)

Vladimir SKOROGLAYDOV, Technical Director [vskoroglyadov@airp.ru](mailto:vskoroglyadov@airp.ru)

Ilona KRUPINOVA, Assistant [ilona@airp.ru](mailto:ilona@airp.ru)