



Final Program Report

International Media Partnerships Program (IMPP)  
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## I. EXECUTIVE SUMMARY

IMPP project start-up coincided with active preparations of the Russian government for Duma and presidential elections, strengthening control over national print and broadcast media. During 2007, the media was increasingly perceived as the channel of political pressure by the government. Independent voices practically disappeared from the air of TV channels and newspaper pages. Press freedom in Russia remains restricted and although the constitution provides for freedom of speech and of the press, the Kremlin limits these rights in practice. Freedom House put Russia at the bottom of its media freedom rating (Russia ranks 165<sup>th</sup> in this rating). According to Freedom House, the worsening of the situation with freedom of speech in Russia is connected to the legislation restricting media freedom and the lack of proper investigations into crimes against journalists.

Throughout IMPP implementation, IREX media experts helped Russian partner organizations find and establish contacts with US and EU institutions and continue to be involved in building international links through organizing study tours, conferences and seminars. As the partnerships matured, IMPP played an increasing role in helping organizations develop partnership sustainability plans to ensure that international links continue after project funding is over.

Partnerships proved to be very effective in a number of areas related to improving the media environment in Russia. Thanks to the Moscow State University (MSU) program, Russian journalism students from MSU and 14 regional universities now have opportunities to study in any of the European Journalism Training Association member universities in the EU, learn the most modern journalism techniques, and be exposed to the values of independent and objective journalism. Saratov Union of Journalists, with assistance from their colleagues in Sweden, organized the first local office for a media ombudsman in Russia. Nizhniy Novgorod University and the City University of New York designed and launched a center aimed at helping journalists write about people with disabilities. The University for the Humanities of Yekaterinburg (UHY) developed the first Russian program focusing on convergent journalism, and the program was subsequently approved by the Ministry of Education.

Though both Russian media and nongovernmental organizations still face significant government pressure in their daily work, the IMPP partner organizations have made significant achievements in improving the quality of journalism education, media management skills, and in other areas of the profession.

Against this backdrop, the IREX program saw a number of successes, including:

- The non-commercial partnership of journalism departments, led by the Department of Journalism at Moscow State University, was officially added to the European Journalism Training Association roster of academic mobility programs. This will allow Russian journalism students from 14 universities all across Russia to participate in the European media student exchange and will thus **expose them to the values of free and independent media**.
- Non-Government Educational Institution University of the Russian Academy of Education Nizhny Novgorod branch launched its Center for Journalists Writing about People with Disabilities. In addition, the staff and partners developed training curricula for a distance

learning course and a number of seminars for **journalists writing about disability issues**. The new training materials developed during the reporting period were used in seminars, courses, and consultations. Numerous local journalists have used the center to conduct research for their articles.

- Senior managers of TV-2 Broadcasting Company in Tomsk worked with Kent State University (KSU) to complete KSU's **certification of a Master's Program in Media Management** developed by TV-2 and Tomsk Polytechnic University, the first of its kind in Russia.
- As a result of their IMPP-supported partnership, University for the Humanities of Yekaterinburg (UHY) collaborated with the University of Southern California's Annenberg School for Communication to develop an educational program in Yekaterinburg. The collaboration led to a **bachelor's degree program in convergent media at UHY** (which was approved by the Russian Ministry of Education in early 2010), in addition to the production of an educational movie and a textbook. It also led to the creation of a regional network of media professionals interested in convergence issues.

It is clear that IMPP's work over three-and-a-half years had a significant positive impact on the Russian media environment. Many of the IMPP partner organizations plan to continue and, in some cases, expand on the work they began during the program. In addition, program alumni and organizations have begun to effectively and independently collaborate on new projects.

## II. INTRODUCTION

**Media Sustainability Index analysis.** IREX's Media Sustainability Index (MSI) provides in-depth analyses of the conditions for independent media in 38 countries across Europe, Eurasia, the Middle East, and North Africa. Since the Eurasian MSI was first launched in 2000, in cooperation with the United States Agency for International Development (USAID), it has evolved into an important benchmark study to assess how media systems change over time and across borders. Policymakers, development specialists, and civil society leaders and professionals in transitioning countries increasingly recognize the state of media as a key element of the development agenda, not only in the democracy and governance sectors but also in such fields as economic growth, poverty reduction, health, youth, and gender. The MSI is designed to assist in advancing development in all these areas by analyzing the elements of each country's media system and highlighting where intervention can be most effective in promoting a sustainable and professional media system.

**Russia's Progress in the Media Sector 2007-2011  
Measured through the Media Sustainability Index**



Overall 2011 MSI Score: 1.50

2011 MSI Score for Free Speech: 1.52

2011 MSI Score for Professional Journalism: 1.24

2011 MSI Score for Plurality of News Sources: 1.76

2011 MSI Score for Business Management: 1.35

2011 MSI Score for Supporting Institutions: 1.64

**III. PROGRAM RESULTS FRAMEWORK**

International Media Partnerships Program in Russia activities in support of independent media helped USAID/Russia achieve the following strategic objective:

Strategic Objective: Governing Justly and Democratically

Program Area: Civil Society

Program Element: Media Freedom

I.R.: Number of Media Civil Society Organizations and/or Support Institutions Assisted by USG

#### IV. IMPP PROGRAM ACTIVITIES

Launched in September 2007, the International Media Partnerships Program (IMPP) fostered growth of a range of professional organizations and institutions that support Russia's media sector through tailored collaborations with partner organizations in the United States and Europe. Through IMPP, IREX helped Russian media industry organizations tackle challenges they face in governance, management, financing, membership, lobbying and networking.

IMPP program goals were achieved through a number of activities:

- Partnerships between Russian and international media organizations: IREX paired Russian media organizations with counterpart international media organizations for mutual staff exchanges. The professional interaction enhanced the Russian partners' skills through practical on-site collaboration and sharing best practices in the following areas:
  - Development of professional media associations and industry self-regulation
  - Development of policy recommendations and improvement of the legal and regulatory environment for Russian media
  - Technology development and the challenges that it brings, especially in the transition to digital broadcasting
  - Opportunities and challenges posed by new media technologies, user-generated content, and other industry innovations
- Alumni trainings and sustainability conferences: Conferences were held to consolidate and disseminate knowledge gained through the partnerships. The sessions served as networking opportunities for program partners; addressed international media themes identified during the partnerships; and reflected developments in Russia's media sector. Seminars featured trainers from YouTube (online journalism), Kent State University (media partnerships), National Geographic (environment reporting), NGO Futures (NGO fundraising) and many others.
- Small grants fund: IREX offered small grants to Russian partners to support sustainability-focused activities. These included events, publications or additional training workshops. Those grants were given on a competitive basis to those organizations and universities, whose initial projects were successful and who needed additional funding to further strengthen international partnership.

Over the course of the program, IREX distributed grants supporting 12 international partnerships linking more than 30 Russian, US and EU organizations. Below is the list of partnerships active throughout IMPP.

IR	Subgrantee	Partners
IR1	Saratov Regional Committee of the All-Russian Public Organization Union of Journalists of Russia (Saratov Union of Journalists)	Swedish Union of Journalists (Sweden); Fojo - The Institute for Further Education of Journalists (Sweden)
IR1	The Foundation for Independent Radio Broadcasting (FNR)	Public Radio Exchange (USA); Third Coast International Audio Festival (USA); International Feature Conference; Prix Europa (Germany); Bulgarian National Radio (Bulgaria)
IR1	The Fund of Regional Press Support (FRPS)	Inland Press Association (USA); Iowa Newspaper Association (USA); Colorado Press Association (USA); Swedish Newspaper Association (Sweden); World Association of Newspapers
IR1	Non Profit Partnership "Press Development Institute - Siberia" (PDI-Siberia)	School of Journalism and Telecommunications at the University of Kentucky (USA); Kettering Foundation (USA); Ground Report (USA)
IR1	All-Russian Public Organization Russian Union of Journalism (RUJ)	The Newspaper Guild - Communication Workers of America (USA); The Harriman Institute at Columbia University (USA); The James M. Cox Jr. Center for International Mass Communication Training and Research (USA)
IR1	Autonomous Non Profit Organization Corporation of Radio (CR)	Developing Radio Partners (USA); Minnesota Public Radio (USA); KFAI Community Radio (USA); KSTP Private Radio (USA); WCCO (USA)
IR1	Noncommercial Partnership "Media Lawyers Collegium" (MLC)	International Senior Lawyers Project (USA)

IR2	Non-Government Educational Institution University of the Russian Academy of Education, Nizhny Novgorod Branch	City University of New York (USA); Worcester State College (USA); Towson University (USA)
IR2	Autonomous Non Profit Organization The Laboratory of Social Advertising (SAL)	The Advertising Council (USA); New York Film Academy (USA); CBS-TV Networks (USA); WABC/WPLJ Radio (USA); BBDO-New York USA); The Partnership for a Drug-Free America (USA); Fenton Communications (USA); Big Duck (USA); The School of Medicine and Health Sciences at The George Washington University (USA); School of Communication, American University (USA); Georgetown University's McDonough School of Business (USA)
IR3	Non-Commercial Partnership of Departments of Journalism  Moscow State University Faculty of Journalism	European Journalism Training Association (Netherlands); Rutgers, the State University of New Jersey (USA); Barnard College, Columbia University (USA); St.John's University (USA); University of Washington (USA)
IR3	TV-2 Broadcasting Company	Kent State University (USA)

**Partnership structure:** IREX developed a strategy of building sustainable partnership relations with international counterparts consisting of a 4-step process.

*Initial contact*

- Research of existing partner or search for a new organization
- Initial first contacts or partnership event
- Develop detailed plan of the project and identify the role of their international partner(s)
- Hold first project activities

*Russian partners travel to US/EU*

- Russian partner organizations travel to their international partner to present the project and to get hands-on training in the areas identified in the project.

*International partners travel to Russia*

- Once the international project is up and running, international partners visited Russia to monitor project activities (e.g. Russian Radio Festival, masters course on media management, development of media center, etc.).

*Sustainability plan developed*

- Sustainability was an integral part of each partnership as it served an important role of insuring the links between organizations continue and develop after the funding is concluded.
- During the program's extension periods, those partnerships implementing additional activities continued to receive IMPP support to ensure their links are sustainable and lead to long-term cooperation with international counterparts.

Originally scheduled to end on September 25, 2010, IREX requested two no-cost extensions, bringing the final end date of the program to April 12, 2011. The two no-cost extension periods allowed IREX to complete activities started during the project to further ensure the sustainability of the existing partnerships.

***IR 1: Strengthen media industry self-regulation through support of existing and emerging industry associations***

Over the course of IMPP, IREX supported seven partnerships under IR 1. All partnerships were competitively selected through an open call for applications and a thorough selection committee that included USAID representation.

**The Fund of Regional Press Support (FRPS):** In the early months of the program, FRPS established contacts with the Swedish Newspaper Publishers' Association (SNPA) and started to design a study tour to Sweden. The Swedish Newspaper Publishers' Association is the major industry and employers' association for Swedish newspapers and other media companies. Out of 240 members, daily newspapers make up roughly 170. The association is a lobby group and knowledge repository for the industry.

In March 2008, FRPS also established contacts and started communicating with the Newspaper Association of America (NAA). NAA is a nonprofit organization representing nearly ninety percent of the daily circulation in the United States and a wide range of non-daily U.S. newspapers. NAA also has many Canadian and international members as well as schools of journalism, university newspapers, and press associations. The Association focuses on six key strategic priorities that collectively affect the newspaper industry: marketing, public policy, diversity, industry development, newspaper operations and readership. FRPS plans to have a number of joint events with NAA and a local newspaper association, which will be recommended by the NAA.

In June 2008, five representatives of FRPS management went on a study tour to Stockholm to meet with their colleagues from the SNPA and then participate in the 61st World Newspaper Congress held in Gothenburg. One of the most important experiences gained by Russian newspaper managers from participation in the Congress was the methods of effective conference organization. Russian managers attended association building trainings covering fundraising, conflicts of interest, media research, sales promo advertising, and legal consulting for association members. Of particular interest to them were presentations describing the SNPA

experience of self-regulation, organization of trade unions, media legal support and lobbying activities. In the framework of the Congress, FRPS managers also met with the marketing director of the Association who shared experience in conducting research, advertising and marketing activities of the Association. Participation in the Congress gave the Russian association a unique opportunity to establish contacts with potential partners in the US and in Europe, including more than 20 directors of associations from a number of countries and potential commercial sponsors for FRPS activities.

The Russian group also met with local newspaper editors – members of the Swedish Association - *Stockholm City* and *Aftonbladet* newspapers – to discuss competition between federal and local small market newspapers and the Association's role in supporting local media. Russian media owners face similar problems and FRPS managers decided to conduct a similar competition-focused training for the Fund members from the regions.

Partners agreed to organize a number of events for Russian and Swedish media managers to be financed by the Russian media owners including a visit of Russian publishers to Sweden. In July 2008, FRPS representatives spoke before the participants of the 1<sup>st</sup> Summer Session of Regional Publishers, which took place in Siberia on Lake Baikal, and shared the knowledge and experience gained through the study tour. The session was attended by more than 20 regional publishers learning about the new technologies and the best practices of the world newspaper industry.

During the winter of 2008 and spring of 2009, in some regions companies faced a 90% loss in advertising—the worse they had ever seen. The Fund of Regional Press Support (FRPS) knew something had to be done to turn the devastating situation around.

As an IMPP grantee, FRPS was well-equipped to make a positive difference in the regional media sector. FRPS applied the best practices it learned through its partnerships with U.S. press associations—including the Inland Press Association, the Iowa Newspaper Association, the Pennsylvania Newspaper Association and the Colorado Press Association—to create the Regional Media Business Network (RMBN). The network joined print media from across Russia to help them increase their advertising revenue. The RMBN began working with major advertising agencies and direct advertisers to offer placement in member media outlets. This helped independent regional media outlets gain access to national advertisers looking to expand into the Russian regions.

The RMBN attracted early newspaper members from St. Petersburg, Rostov-on-Don, Krasnodar, Samara, Nizhniy Novgorod, Kazan, and Vladivostok, and membership continued to grow. Advertising revenues also increased, despite the tough economic climate.

On December 24, 2009, the Fund of Regional Press Support jury, consisting of five U.S. and three Russian media managers including representatives of the Poynter Institute, selected the winners of the 2009 Best Regional Media Web Site Competition. Local and regional newspaper websites from Moscow, Yekaterinburg, Arkhangelsk, Voronezh, Novosibirsk, Altay Krai, and other Russian regions were judged according to the timeliness of their coverage, design quality, user-friendliness, adequacy of the goals set by the management, and development strategy.

The involvement of U.S. jury members was possible through the Fund of Regional Press Support's IMPP-funded international partnership, initiated by study trips to the Iowa Newspaper Association and Pennsylvania Newspaper Association.

In May 2009, the two winners from the FRPS 2009 Best Regional Internet Portal Competition traveled to St. Petersburg, FL to visit FRPS partner Poynter Institute. From May 16-22, the pair, representing Altapress and Parma Novosti regional publishing companies, visited Poynter Institute and its affiliated Poynter News University, as well as the *St. Petersburg Times* newspaper and Bay News 9. During the study tour they learned about distinctions between print and online media products; strategy, technology and tools for site promotion; online advertising; site management team building; and interactivity issues. The media outlets' management provided useful advice on multimedia editorial and management techniques, and the development of successful online editions.

Poynter's News University became the principle host for the delegation and provided a general overview of the U.S. media industry. They discussed e-learning and possible ways to engage Russian learners in News University's courses. At the end of the visit, the Russians participated in Poynter's "The Edge of Change" conference, which brought together leading U.S. online journalists for discussions facilitated by Poynter leaders.

The Russian participants paid particular attention to website management and design, wishing to replicate some of the technologies on their web sites. The results of the study tour will be shared with fellow members of FRPS.

Under its grant from IREX, FRPS established partnerships with U.S. and European media associations, which resulted in the incorporation of U.S. media business models in Russian media organizations, the launch of a series of trainings and online seminars for regional newspaper managers and editors, and adoption of best international practices among regional print media outlets.

In September 2010, FRPS was selected to receive a sustainability award from IMPP. With this additional funding and in conjunction with Poynter's News University, FRPS developed technologies to support a series of web-based seminars (webinars) in Russia. The ultimate goal was to establish a series of regular webinars on issues vital to Russian media, i.e. investigative reporting and journalism ethics. FRPS and Poynter worked to build a system to allow presentations to be given by English speakers and then simultaneously translated for Russian audiences.

**Saratov Union of Journalists (SUJ):** In March 2008, the Saratov Union of Journalists started initial partnership activities with the Institute for Further Education of Journalists (FOJO). FOJO is Sweden's only international mid-career center for professional journalists, providing training for some 1,500 journalists each year. It also offers courses and workshops in a broad range of topics from basic reporting skills to media management. FOJO works in a number of countries and regions helping journalists acquire knowledge in areas which are vital for the development of free and critically-investigative journalism. SUJ representatives and IMPP staff met with the Swedish partnership coordinator in Moscow, discussed partnership plans, and confirmed their agreements for the entire period of the project. Swedish partners approved the visit of its representatives to Saratov.

The Saratov Union of Journalists also started to research media legislature in Russia to prepare for a number of events (round tables, workshops) on amending laws related to protection of journalists and establishing of the office of ombudsman on mass media.

SUJ and FOJO developed together a study tour held in August 2008. Russian participants visited the Swedish Union of Journalists and a number of local media organizations where they learned about the role and functions of the Union, the principles of funding, interaction of the Union with the Swedish Association of Newspaper Publishers (the body that unites owners and editors of Swedish print media), and the actions that the Union takes to protect labor and professional rights of the journalists' community. The agenda also included visits to the offices of two major Swedish newspapers – *Aftonbladet* and *Svenska Dagbladet*, which are considered to be the most dynamic and advanced publications in Sweden. The editorial staff of *Svenska Dagbladet* shared their experience of how to overcome the print media crisis and take a leading place in the mass media market. In the editorial office of *Aftonbladet* (which has the largest circulation in Sweden), the Russian group was hosted by the public relations manager and the newspaper website editor, who spoke about new forms of print media, new methods of delivering information and interaction with the audience. The newspaper hosts a website featuring articles from the print version and Internet-TV - the news videos created by newspaper editors.

Probably one of the most important items on the agenda was the visit to the Bureau of Media Ombudsman where the Russian group took part in the roundtable discussion on media-related conflicts and disputes, pre-trial settlement, and related press coverage. The deputy head of the bureau delivered a presentation on self-regulation and professional ethics in journalism, Swedish media law, the functional principles of the Bureau, and formation of a media council. He also shared his experience of dealing with conflicts caused by controversial publications. Russian journalists were impressed with the effectiveness of the Swedish methods of self-regulation used in the professional media community.

A number of meetings were held in the Riksdag, the Swedish Parliament, where the Russian delegation met with a former journalist--now parliamentarian--and discussed the relations between political parties and the media. Other meetings included members of the Parliament press-service during which Bjorn Hoogstedt, the public relations editor, answered numerous questions on the restrictions of press coverage, openness of politicians to the media, and the frequency of meetings with public and mass media.

The Russian journalists also participated in the master class taught by Erik Fikhtelius, a famous Swedish TV journalist and a professor of the Department of Journalism at Stockholm University. The interactive discussion touched upon the role and place of journalism in the society and its power and ability to cause change. Fikhtelius also presented his book on journalism skills which had been recently translated into Russian.

The last visit of the group was to the Swedish Police Department where they met with representatives of the police press-service. The journalists were impressed by the openness, professionalism and efficiency of the press-service staff.

In November 2009, SUJ held a round table discussion entitled, "Mass Media and NGOs: Protection of Human Rights." More than 50 media experts, journalists, lawyers, and key officials from the Saratov oblast government – including the Minister of Information and Press, the Chairman of the Committee for Public Relations and National Policy, the president of the local Chamber of Commerce, the ombudsman for human rights, and press secretaries from state executive bodies – attended the session. The discussion was primarily focused on establishing a mass media ombudsman's office for the region. SUJ representatives who visited the Bureau

of Media Ombudsman in Sweden spoke about their experience, best practices learned from colleagues in Europe, and their application in Saratov.

In February 2010, SUJ hosted a conference entitled, “The Swedish Model of Honest and Independent Journalism and its Transformation in Saratov Media.” Four representatives from the Swedish Journalism Union and the Media Education Advancement Institute joined 50 participants from the city and region of Saratov at the conference. Topics included self-regulation of media associations, media ethics and legal issues, and government lobbying. The conference report was published on SUJ’s Web site <http://www.sarunion.ru/news/detail.php?ID=1102>.

As a follow-on activity, in late March 2010, SUJ hosted a two-day training session on supporting media workers in times of economic crises. Nadezhda Azghihina, staff member of IMPP Year 2 grantee Russian Union of Journalists (see below), and the heads of the Norwegian and International Federations of Journalists led the sessions. The topics discussed at the sessions included sustainable development for the union, anti-crisis strategies, and organizational support for freelance journalists. Having learned about the experience of professional unions in Europe, the participants concluded that it is necessary for Russian unions to use European experience of actively lobbying on behalf of media community. Media professionals also learned the strategies used by the major European professional unions to support and strengthen their media resources.

**The Foundation for Independent Radio Broadcasting (FNR):** FNR launched its partnership activities in the early months of the program. FNR began to focus on the integration of Russian radio stations into the international media community through participation in international festivals. As part of the project, FNR began developing two manuals: one on radio journalism and another one on radio media management.

In June 2008, two journalists from regional radio stations and the FNR editor in chief Andrey Allakhverdov participated in the 34th International Feature Conference (IFC) in Varna, Bulgaria. It was the first time that representatives of the Russian local media took part in the IFC. Following participation in the conference, FNR journalists conducted regional seminars in Syktyvkar and Nizhny Novgorod for the staff of local radio stations where they shared information on new trends in documentary radio and new technologies used in EU. During the festival, the FNR editor-in-chief met with the organizers of IFC and Prix Europa (the annual media festival run by the European Broadcasting Union in Berlin) and reached primary agreements on building partnership between FNR’s Together Radio festival, IFC, and Prix Europa.

In June 2008, FNR also held the Together Radio festival in Moscow. The festival was co-sponsored by IMPP by supporting the attendance by representatives of the Third Coast International Audio Festival (TCIAF) and the Bulgarian public radio network. EU and US partners made presentations, delivered lectures and facilitated master classes for the Russian journalists. During the festival, FNR management signed an agreement with the Third International Audio Festival on organization of a study tour to Chicago in October.

In October 2008, four representatives travelled to Chicago to participate in the Third Coast International Audio Festival run by Chicago Public Radio. FNR journalists built strong partnership links with this festival and used lessons learned there to improve training opportunities at the Together Radio festivals. Later that month, another four FNR managers

traveled to Berlin to participate in the Prix Europe Festival where they visited German radio stations and conducted discussions with the European Broadcasting Union to build a partnership with FNR.

Using knowledge gained from these study tours, FNR held a series of training sessions and master classes at the Together Radio festival in Barnaul, in the Siberian Federal District, and in Novosibirsk. At the Novosibirsk festival, FNR managers conducted training sessions and master classes for 87 radio journalists, producers, and managers from 25 radio stations throughout the Siberian Federal District. More training sessions were also held at the Together Radio festival in the Urals Federal District in late January 2009.

In January 2009, FNR staff began putting together two publications. The first one, "Radio through time and space," included presentations made by international experts who participated in partnership activities describing the most up-to-date technologies of radio production in the US and EU. This manual was used by Russian radio managers to improve both news and entertainment programming. The second publication was a management manual based on information gathered during FNR's study tours abroad. Both publications were distributed at local radio stations across Russia.

Ira Glass, host of Chicago Public Radio's *This American Life*, spoke to more than 200 Russian regional radio journalists in Moscow during the Together Radio Festival in June 2009. Glass spoke about the importance of public service and the use of personal stories to highlight social issues, as his syndicated radio program does. He also taught a one-day master class for 10 journalists at FNR, which partnered with Chicago Public Radio as part of its IMPP partnership with FNR. Just as *This American Life* each week highlights stories based around a single theme that aims to entertain, educate, or otherwise shed light on a topic, Glass encouraged the Russian journalists to tackle important themes like social issues, gender inequality, minority rights, and tolerance in creative ways.

In July 2010, the head of FNR's IT department, Max Ivanov, visited Boston to meet with colleagues at Public Radio Exchange (PRX), FNR's U.S. partner. PRX is an online marketplace for distribution, review, and licensing of public radio programming in the U.S. PRX is also a growing social network and community of listeners, producers, and stations collaborating to reshape public radio. During his study tour, Ivanov studied the experience and technologies PRX developed in order to apply them to the Russian Audio Exchange Network, the Russian equivalent of PRX.

Ivanov met with Jake Shapiro, PRX's project director, and content exchange service developers Matt MacDonald and Andrew Kuklewicz. They discussed the use of cloud technologies for audio file storage and processing, content payment strategies, project data structuring, and project content classification issues. During the visit, he also learned how PRX's own service can be adapted into Russian and the technologies required to do so. Upon return Max Ivanov began conducting online trainings for regional IT managers in Russia on how to use the new technologies and how to adopt the experience he learned in the US in the Russian media market. The first seminar was held in Uzhno Sahalinsk on October, 12 and a number of other training events were scheduled for November/December.

**Corporation of Radio (CR):** Year 2 grantee Corporation of Radio (CR) began to work in March 2009 on its project to support sustainability for small, independent, and local stations in Russia. CR worked closely with partner Developing Radio Partners in the U.S. to design the project. As

a kick-off event, CR announced a contest to identify the best regional radio stations. About 30 stations entered and were judged according to their social significance in the region and their potential for building trust with their listeners. CR chose eight stations whose representatives planned to go to Minneapolis and St. Paul in May 2009; the winning representatives included directors, editors in chief, and public relations managers from stations in St. Petersburg, Kirov, Krasnodar, Yekaterinburg, Uzo-Sakhlinsk, Novosibirsk, and Kurgan.

In May 2009, this group of directors, editors-in-chief, and public relations managers from regional radio stations in St. Petersburg, Kirov, Krasnodar, Ekaterinburg, Uzo-Sakhlinsk, Novosibirsk, and Kurgan visited four radio stations in Minneapolis and St. Paul, MN. The Russian managers and editors learned about best practices for community service and social engagement to improve their stations' relationships with their listeners.

As a follow-up to the study tour, CR hosted two workshops in June 2009 for regional radio stations as part of the "My City Radio" project. The first workshop focused on discussing some of the socially important programs the radio stations were working to broadcast. Some of the topics included drunk driving, university enrollment, and scholarships. The participants then discussed management skills and practices they learned in the U.S. and how they have implemented them at their home stations. They also offered presentations on marketing materials and audience research results they produced after their visit to Minnesota. During a round table discussion, the managers and program hosts exchanged their opinions on the severity of the economic crisis in their regions and how regional stations could respond.

The second workshop, also held in June 2009, focused on practical marketing techniques. A CR partner – Graeme Moreland of Graeme Moreland Media in the United Kingdom – spoke about programming, sales and marketing strategies, audience interaction, troubleshooting, and other management issues. Greg Allen, a radio programming expert from Chicago, also spoke with the participants about conceptually creative programming ideas.

In November 2009, Corporation of Radio started a series of My City Radio regional seminars for local radio station managers with an event titled "Local Stations: Market Leadership Together in Yekaterinburg." More than 15 senior managers and editors from local radio stations from the cities of Yekaterinburg, Chelyabinsk, Kirov, Cheboksary, Tumen, Izhevsk, Kachkanar, and Kamensk-Uralsky attended the seminar and developed a list of future seminar topics including ways of sharing best practices, areas of cooperation, rating measurement techniques, local radio stations' market niche, and legal protection of journalists.

The next training was held in Novosibirsk in December 2009. The event brought together 16 senior managers from local radio stations from the city and neighboring regions of Tomsk and Bratsk. This session served as an initial brainstorming event, which influenced the topics of the Radio of Our City training held in the Southern Federal District in January 2010. The discussions touched upon controversies on the path towards consolidation of local radio stations that have similar market niches.

In January 2010, Corporation of Radio continued its series of regional events for local radio station managers by launching the third session of the training. The event, held in Rostov-on-Don and supported by IMPP, stressed issues related to positioning in the local radio station market and sales techniques

The fourth training in St. Petersburg was based on the information received from partners on news and information program production. This training, designed specifically for Northwestern District radio stations, was led by Vladimir Varfolomeev, deputy editor in chief of Echo of Moscow. Sports news became the central topic of discussion as a follow-up to the coverage of the 2010 Winter Olympic Games.

In March 2010, the Corporation of Radio held a fifth session in Kazan. More than 50 radio station managers, anchors, and editors from the Volga region representing stations with full or partial independent programming attended the event to learn about radio program production, content management, and business administration. The training sessions, led by successful regional media managers and top Russian radio anchors from Moscow, were accompanied by an informational radio program competition held for daily news, talk-shows, and special reports.

Radio business management classes on selling advertisements and techniques for successfully competing with federal radio networks were the most useful part of the festival according to radio managers. Vyacheslav Cherepakhin, president of the Volgograd-based Premia media group, gave a master class on ad marketing illustrated by his company's success story. Grigory Roizman, director of Chelyabinsk's Radio Continental station, told about his station's successful efforts to gain the market niche previously held by the federal radio network Continental. Artemii Troitsky, a popular Russian media editor, anchor and writer, told the participants from Tatarstan, Bashkortostan, Udmurtia, Saratov, Kirov, Nizhny Novgorod, Perm and other Volga Federal District regions about his professional success story of becoming an independent journalist and editor and commented on the radio programs submitted by competition participants.

The Volga stage of the Together Radio festival held in Kazan started with a visit to the local BIM-Radio station and finished with awarding the Maria FM station from Kirov and Echo Permi station - winners of radio competition for Volga.

This training series was exclusively developed by the Corporation of Radio and Developing Radio Partners its US partner.

In April 2010, CR hosted its sixth IMPP-sponsored "My City Radio" training session in Vladivostok as part of the Together Radio festival. Thirteen managers, anchors, and editors from independent stations in Vladivostok, Khabarovsk, Petropavlosk-Kamchatsky, and Uzhno-Sakhalinsk learned more about radio program production and advertising sales techniques.

Roman Pivovarov, an advertising sales expert from the Moscow-based AdConsult Company, shared with his colleagues best practices in identifying advertising sales opportunities, including launching special projects. Aleksey Glazatov, a consultant for the Mayak federal radio station's morning talk show, discussed the most effective morning show structure. Tatyana Marketvitch, director of Tomsk-based Radio Siberia, shared her station's successful business development story.

In June 2010, CR brought two U.S. experts from New York City radio stations to Russia to share their editorial and leadership experience during the Together Radio festival. Ken Freedman, the general manager of WFMU, and Benjamin Walker, anchor at the station, discussed with participants their experiences in managing station staff and administration.

As part of the festival, CR hosted its final IMPP-supported My City Radio session, with a roundtable discussion entitled, "Local Radio Starts and Wins." During the discussion,

representatives from 16 independent radio stations from across Russia decided to re-establish the Russian audio-exchange network, enabling regional radio stations to share unique programming. In addition, the representatives decided to store voices and ideas through a multimedia program that will be accessible to any station via a password-protected site. This model was initially borrowed from Minnesota Public Radio during CR's tour of the network in 2009.

CR completed its IMPP partnership project in July 2010.

**Press Development Institute – Siberia (PDI):** Year 2 grantee, Press Development Institute (PDI) in Siberia, started partnership activities in March 2009. PDI representatives signed agreements with local Russian university departments and faculties interested in partnering with the project, and negotiated agreements with local publishing houses.

In late March 2009, PDI hosted a seminar, "Future communications," led by trainers from PDI and Yandex, a leading Russian Web portal. Along with the training activities, PDI staff began developing a major citizen journalism internet portal - Taktaktak.

"Civic journalism: Internet multimedia," a two-day seminar, drew more than 30 journalists, editors, publishers, university professors, grassroots activities and attorneys from Novosibirsk, Sverdlovsk, Chelyabinsk, Kemerovo, and Altai regions to learn about civic communication technologies.

With guidance from experienced trainers from PDI, the Higher School of Economics, and Altapress, the participants created a virtual journalism community. Armed with new knowledge about educational games, the participants learned more about the roles of major media players via an interactive civic journalism Web community. The so-called players worked together to investigate various topics like intellectual property rights violations and building a case for criminal prosecution.

PDI-Siberia's project aimed to create the first Russian professional citizen journalism Web portal. This site, which gained significant popularity in Siberia, also drew attention in the U.S. PDI-Siberia's partners – Ed Arnoe from the Miami University in Ohio and professors from the University of Kentucky – hosted a group of Russian citizen journalism professionals in the U.S. in September 2009. They conducted a number of workshops where both sides had an opportunity to share their experiences developing Web 2.0 citizen journalism portals. Based on the results of those meetings, the Russian group was pleasantly surprised to learn that some of their experiences are also educational for their U.S. colleagues, who are more experienced in developing such portals.

In October 2009, PDI conducted two online conferences and a seminar for journalists, university teachers, and human right advocates on the role of journalism in human rights and civil liberty advocacy. During the online conference titled "Citizens, Media and Human Right Advocates – One Role for the Three" held on October 15, four PDI experts answered more than 50 questions from journalists, NGO activists, teachers, and experts on the personal safety of human right activists, their reputation in public, and the role of media in the field of human rights advocacy. The PDI seminar "Human Rights and Civic Freedoms: Modern Methods of Effective Communication of Citizens, Human Right Advocates, and Journalists," which took place on October 22 at Novosibirsk State Technical University, brought together representatives of six

universities, four publishing houses, and a number of NGOs from across western Siberia to discuss the future of participatory media.

In November 2009, PDI conducted a seminar entitled “Developing Multimedia Informational Projects on the Internet.” This seminar was held at the Altapress Publishing Company training facilities in Barnaul and brought together online and print media outlet managers and editors, journalism professors, and Web portal designers from Barnaul, Novosibirsk, Yekaterinburg, Chelyabinsk, Krasnoyarsk, Tomsk, and towns in the Altay and Novosibirsk regions.

Kakie Urch, from the PDI project-supported partner University of Kentucky School of Journalism and Telecommunications and one of the key seminar trainers, presented the frontline US experience of participatory journalism. Urch told the participants about new breakthrough techniques of Internet journalism, such as real time online reporting, interactive interviews, and focused on transitioning from traditional to new media. As a witness and stakeholder in this transition who successfully used new Internet technologies to lead an American regional newspaper from local to nationwide outreach, she shared best practices in achieving success in the digital environment.

Konstantin Kolomiets from Yandex, the leading Russian search engine, and Oksana Silantieva from Altapress, the Russian trainers at the seminar, gave a comprehensive overview of the Web platforms that regional media may use for their portals and explained how to utilize effectively the most popular ones. To practice the skills they learned, the participants used free Yandex media platforms to design model media sites. At the end of the seminar, the participants learned how to use the PDI – Siberia interactive human right advocacy website “Taktaktak” ([www.taktaktak.ru](http://www.taktaktak.ru)), which was a result of PDI – Siberia’s IMPP partnership.

In April 2010, PDI held a training event for regional journalists and media managers as part of its IMPP-supported partnership project. The training, “Legal Regulation and Professional Self-Regulation of Participatory Multi-Media: Events, Trends and Prospects,” was held in Novosibirsk on April 28-29. Leading local and international experts facilitated the training for participants that included PDI partners, including the European Instrument for Democracy and Human Rights (EIDHR), the Fund of Regional Press Support, the Assol rights advocacy association in Novosibirsk, and the regional Press Development Association.

The director of the Project for Media, Democracy and Civic Life and Journalism professor at Miami University Ed Arnone spoke to Siberian media workers about multimedia self-regulation in the U.S. as well as the pros and cons of participatory journalism emphasizing that Russian journalists could learn and adapt strategies from their U.S. colleagues who practice journalism online especially some standards of responsibility, objectivity, and professionalism.

Vladimir Monakhov, from UNESCO’s Department on Copyright and Other Intellectual Property Rights, spoke about the latest trends in Russian and international intellectual property rights legislation, the ethics involved in writing on the Internet, and legal security rules. Grigory Pas’ko, a well-regarded environmental blogger, shared his professional observations about the Russian blogosphere and how officials interact with online media. The seminar’s second day was devoted to financing media outlets as a condition for independence and quality reporting.

In May 2010, PDI held a seminar entitled, “Budgetary Processes and Public Investigations in Multimedia,” in Novosibirsk. The CEO of GroundReport -- an online global news platform that delivers news from a pool of reporters around the world--Rachel Sterne spoke to the

participants about the site's mission and management and a vision for a global participatory journalism. This organization partnered with PDI's representatives during their trip to New York in September 2009. PDI largely used GroundReport's experience when it designed the *Tak-tak-tak* website, which is supported by IMPP and EIDHR.

Russian trainers included Vladimir Klistorin, a researcher from the Siberian Branch of the Russian Academy of Science Institute of Economics; Oksana Silantieva, *Altapress* publishing house's Web site IT administrator; and Victor Yuketchev, PDI's director. The Russian trainers shared with the participants local governments' budgetary processes and other issues that are of interest to Russian journalists.

In June 2010, PDI hosted a conference, "Media Convergence and Civic Communications on the Internet," which was open to Western Siberian regional newspapers and universities. The guest speakers included Yury Purgin, general director of *Altapress*, and Buck Ryan, director of the Citizen Kentucky Project at the University of Kentucky's Scripps Howard First Amendment Center. Mr. Purgin spoke about *Altapress*' efforts to incorporate two innovative concepts that PDI introduced in Barnaul – one that emphasizes the role of media in a local community and Mr. Ryan's Maestro concept of convergent news planning. The Maestro approach to story planning allows journalists quickly identify the best format to present a story and deliver it across various platforms including online web sites, mobile phones, and offline media.

Editors and managers from 12 Siberian publishing houses and professors from eight regional universities participated in the conference and presented their vision of civic journalism and its future development.

In September 2010, PDI was selected to receive an additional small grant to continue solidifying its partnership with the University of Kentucky, which is aimed at introducing citizen-generated media in Siberia. PDI aimed to create regular communication venues and complete a training program on the value of citizen journalism for local journalists. In addition, the program particularly focused on strengthening media companies as centers of business communication in the local community and in the long-term will create a wider civil communication network in the region.

PDI continued to promote the innovative Complete Community Connections (C3) Media Concept for local media in Russia. In November 2010, PDI held its first training seminar, "Local Newspaper on the Internet: A Center for Marketing Communications in Local Business Community," in Novosibirsk. The goal of the seminar was to discuss the effectiveness of having local businesses and media outlets work together. Managers from publishing houses and journalism professors who had participated in PDI's School for Citizen's Communication on the Internet participated in the seminar.

Steve Buttry, the creator of the C3 media concept, opened the seminar with a video presentation. Mr. Buttry explained the concept and then described the lessons media outlets implementing the C3 media concept in the United States have learned. Oksana Silantieva, a prominent media expert currently at Yandex in Moscow, Vladimir Alferov, an economist and business consultant, and Viktor Yukechev, the director of PDI-Siberia, led the seminar. Yury Purgin, the general director of the *Altapress* publishing house who has successfully implemented elements of C3, also shared his experience.

In December 2010, PDI held its second C3 seminar. Thirteen journalists from regional and local publishing houses, four journalism professors from the Ural and Siberian Federal Okrugs, and representatives from Novosibirsk social organizations participated. Oksana Silanteva, from Yandex Mosocw, Tatyana Magera, a multimedia consultant, and Yury Trigubovich, from *Novaya Gazeta* in Siberia, led the training. They taught the participants how to organize events for media organizations, explain why such events are needed, and show the participants how to use the internet to create successful events.

In March 2011, PDI convened a videoconference on civic journalism and traditional media. Researchers and practitioners from Novosibirsk, Yekaterinburg, Tomsk, Rostov oblast, and Moscow participated. The conference opened with a video presentation by Steve Buttry on the need for direct interaction between newsmakers and citizens. The C3 concept recommends not just informing the citizens of the news, but also involving them in the process of reporting the news, Buttry said.

Viktor Yukechev, director of PDI-Siberia, described how the C3 concept is being put into practice by their partner organization, the Altapress Publishing House in Barnaul. He also commented on the success of PDI's Tak-tak-tak internet project and its most popular service, a community blog designed to facilitate discussion on human rights issues.

Galina Komornikova, editor-in-chief of the *Currier.Sreda.Berds* newspaper and web portal, spoke about how her editorial staff promotes civic journalism and encourage readers to post news and commentary on the organization's website.

**Russian Union of Journalists (RUJ):** As part of their early partnership activities, in April 2009 a group of managers representing the Russian Union of Journalists (RUJ) from Samara, Yekaterinburg, and Krasnodar visited The Newspaper Guild-Communication Workers of America and The Service Employees International Union in the U.S. The goal of the visit was to identify management techniques used by these organizations that can be implemented in Russia.

The RUJ visitors were interested in learning how American organizations are grappling with the ongoing economic crisis, particularly as it has affected media outlets that have cut jobs and are facing bankruptcy and declining revenues. During two days of meetings with these organizations, the RUJ visitors identified best practices related to improving the efficiency of key management functions, member recruitment, collecting membership fees, building relationships with regional branches, and providing better services for its members. Other topics discussed included helping independent media outlets survive financial difficulties by transferring ownership to employees, and new cost-cutting techniques. The American organizations were interested in learning more about the Russian experience of providing targeted social support for individual journalists and their families.

As RUJ's principal IMPP partner, The Newspaper Guild/Communications Workers of America is committed to providing their expertise for RUJ to develop a new training program for managerial staff. This support will include providing access to an Internet portal with up-to-date educational tools on organizational management, and a manual specifically written for managers and accountants with professional media associations.

In addition, the RUJ representatives visited a number of media outlets, including *The Washington Post*. The group also had a meeting at the International Center for Journalists to

discuss the possibility of extending their partnership activities with ICFJ to continue promoting independent and professional investigative journalism in Russia.

The partnership continued in May, when Newspaper Guild vice president Bernie Lunzer traveled to Russia to acquaint RUJ regional managers with his organization's activities. In particular, he focused on the Guild's dedication to protecting print media workers' economic rights.

In a separate project, RUJ was working with the Harriman Institute at Columbia University to launch a bilingual Web site for journalists from Russia and the U.S. The site serves as a discussion board for both sides to gain more understanding about the problems media communities face in each country.

RUJ held its annual festival in Sochi. More than 400 participants had the opportunity to attend workshops and training sessions conducted by RUJ's partners – Bernie Lunzer from the Newspaper Guild and Tudor Vlad from the University of Georgia, and IMPP Chief of Party Michael Mirny.

In October 2009, a group consisting of RUJ secretary Nadezhda Azhgikhina, *Caucasian Knot* editor in chief Grigory Shvedov, and *Altapress* Publishing House general director Yury Purgin visited the James Cox Center for International Mass Communication Training and Research at the University of Georgia, the Union's partner organization, to launch a new partnership project aimed at the development of new media in Russia.

The Russian journalists and US partners reviewed the Russian media environment and presented a book on anti-crisis media management and the role of professional unions, which the RUJ produced in September as a result of its IMPP partnership project. During the trip, the travelers met with professors teaching media, student newspaper leaders, and university TV station anchors and participated in a discussion on the economic crisis and media led by Justin Gills, the *New York Times* assistant business and finance editor.

In the first week of November 2009, RUJ leaders traveled to New York and Washington, D.C. to visit their partner organizations the Newspaper Guild, Communication Workers of America, and Columbia University's Harriman Institute. The goal of this visit was to learn about new strategies of building a professional journalism union and media management as well as the ways of protecting the rights of journalists during financial crises.

The leaders of the Newspaper Guild – RUJ's principal partner – organized a roundtable to discuss the plans for further cooperation with Russian partners. Bernie Lunzer, the Newspaper Guild president, presented a new vision of collaboration between the two unions. In September, Lunzer participated in the International Journalism Festival held by RUJ annually and had been very inspired by the Festival's atmosphere and the variety of creative activities (e.g. professional contests and master classes) organized by the RUJ for its members. Lunzer noted that the partnership of the RUJ and the Newspaper Guild gained renewed momentum as it allowed for a two-way mutually beneficial exchange of experience. While Russian partners learned the U.S. organization's experience in protecting members' rights through collective agreements, the parties also discussed enhancing union membership through involving freelancers and part-time journalists. RUJ's American colleagues were interested in learning more about Russian social protection programs for individual journalists and their families and the development of creative projects for member journalists. Lunzer proposed to expand the activities of RUJ's festival and

planned for the development of similar professional creative projects for journalists under the auspices of the International Federation of Journalists.

The RUJ delegation met with the publisher and editors of *The Nation* magazine. Russian participants were interested in learning how American media companies are grappling with the ongoing economic crisis, particularly as it has affected media outlets which have been forced to cut jobs and are facing bankruptcy and declining revenues. Katrina Heuvel, *The Nation's* editor and publisher, together with the finance managers, lawyers and website editors, shared their experience in distributing the magazine, recruiting an audience, keeping subscribers, and supporting both the print and on-line versions of the magazine during the economic crisis.

This visit resulted in the new strategy that several Russian participants developed to introduce to their organizations. Based on the experience learned from his U.S. colleagues, Vladimir Kasutin, editor-in-chief of the *Journalism and Media Market* magazine, came up with an initiative to reorganize the existing models of distributing the magazine and recruiting the audience based on *The Nation's* model and principles.

Leadership of *The Nation* magazine expressed interest in the *Dialogue of Trust* international website project under development by the RUJ and agreed to contribute to the information exchange and discussion.

The final event for the group during the study tour was a visit to the Newseum, a news history museum in Washington D.C. The Russian journalists were inspired by this tour and discussed the idea of creating similar news museum at the Moscow House of Journalists.

RUJ brought a group of press and mass communications ministers from four Russian regions to Washington, D.C. from April 3-11, 2010 to visit U.S. government press offices and media companies and to develop professional links with their counterparts in the U.S. During the eight-day study tour, the Russian ministers visited the State Department's Foreign Press Center, National Public Radio, the Freedom Forum, the Center for International Media Assistance, the National Press Club, and the National Press Foundation. Two RUJ secretaries accompanied the delegation.

During the study tour, the Russian regional government ministers learned about the functions and structure of press offices in the U.S. and how American officials interact with the media to provide the public with current, factual information. The Russian delegation members shared their experiences in mitigating the consequences of the economic downturn in their communities. The Russians appreciated the openness, transparency, and public service approach of U.S. government offices.

This trip was the first activity that IMPP conducted to support Russian media-government relations. The key to this successful training activity was selection of the most open-minded and active ministers from four Russian regions. Their energy and willingness to change the way they work with media ensured the success of the initial step of the program. Once they came back to Russia, they conducted two seminars in Kirov and in Barnaul with IMPP and RUJ support. Based on initial results of this project, significant progress was seen in Kirov oblast and in Siberia in government transparency and in better understanding of the role of government officials while communicating with the media. The government in Kirov Oblast was working to change the structure of its Press Office to make it more reporter friendly by facilitating feedback, improving access to public documents, and by improving government transparency regulations.

The Minister in Novosibirsk Oblast started to conduct regular meetings with local journalists to receive feedback and listen to media requests on how the government's press service should work to be most effective. This has never been done before in this region.

In May 2010, the RUJ delegation participated in the International Federation of Journalists' World Congress in Cadiz, Spain. During the congress, the Russian journalists learned about the global challenges faced by the media, including ways of advocating for journalists' rights, the impact of the world economic crisis on the media, and the lack of trust in modern information institutions, including the media. In addition, RUJ conducted one session jointly with the Newspaper Guild and the Trade Union of Broadcasters, its IMPP U.S. partners.

In October 2010, RUJ, IREX, and the Administration of Kirov Oblast organized a training roundtable entitled "Transforming Media Models as an Answer to Globalization" and a master class on effective models for local media. The Oblast Administration was represented by Elena Urmatskaya, head of the Office of Informational Work. Ms. Urmatskaya was one of the four ministers who traveled to the U.S. in April 2010 on a study tour organized by IREX/IMPP and RUJ.

RUJ secretary Vladimir Kasutin gave the keynote speech on economic solutions for regional media organizations. Mr. Kasutin encouraged these outlets to use new media resources, provide up-to-date training for editorial staff, embrace innovations, and search for new projects, grants, and business development opportunities. Mr. Kasutin also shared recommendations from Western colleagues on how to make publications viable during an economic crisis. More than 70 reporters, editors, and managers from local newspapers and online publications attended the roundtable and master class. RUJ is planning to continue cooperation with the Kirov Administration and provide trainings for local media outlets.

In January 2011, RUJ in cooperation with the Altapress publishing house and the Press Development Institute-Siberia, hosted a seminar entitled, "New Media and the Future of Journalism in Russia." The seminar took place in Barnaul and was attended by 25 journalists from Altay Kray, Kemerovsk, Novosibirsk and Irkutsk oblasts. The meeting was also broadcast online via Skype at the IREX office in Moscow where journalists gathered to participate in the discussion.

During the seminar, Vladimir Kasutin gave a presentation on trends in the development of regional and local media in Russia. He noted that local newspapers continue to face many challenges and the number of quality media outlets has declined considerably. He proposed that in order to survive in today's environment, mass media organizations must incorporate new technology, facilitate interaction with the audience, combine distribution, create electronic subscription systems and provide more professional development opportunities for personnel.

**Media Lawyers Collegium (MLC):** The last of the Year 2 grantees launched its program year with a seminar in September 2009. MLC worked with *Arsenyevskie Vesti* newspaper to host the seminar for journalists in the Russian Far East on legal issues. Held in Vladivostok, the seminar brought together journalists from major local media outlets to learn the basics of Russian media legislation and the legal risks associated with their profession.

*Arsenyevskie Vesti's* journalists often face legal problems with local authorities due to the nature of their investigative stories, which target major local government officials and businessmen. MLC's managing partner, Fedor Kravchenko, gave specific advice about privacy and copyright

legislation, libel, and media freedom abuses. He also gave practical tips on how to gain accreditation, request information, communicate with security services about videotaping and other types of recording, and assessing the strength of various court cases.

MLC plans to build a Web site on media law for Russian journalists in partnership with the International Senior Lawyers Project in the U.S.

In November 2009, MLC started the first round of the media law competition, the first event of this sort to be open to Russian lawyers working in media legal assistance. More than 100 lawyers from Moscow and Russia's regions entered the competition, which focused on the most critical legal problems that Russian journalists, editors, publishers, and media managers face. The participants were young professional Russian media lawyers employed by major broadcasters and newspapers all across the country. The competition consisted of three rounds and six categories. During the first round, the participants took quizzes and answered questions online through the competition website.

In February 2010, MLC held the second round. The questions given to the participants came from the pool of current problems determined by media owners, managers, and editors that need lawyers' attention and fell into six categories: advertising; intellectual property; issues of reputation and moral damage; media outlet status and licensing; legislation on information, confidential information, access to information and informational support of elections; and labor, corporate, contractual and other related branches of legislation.

The Collegium's partners from the International Senior Lawyers Project came to Moscow to serve on the jury with experienced media lawyers from Russia for the second and third rounds of the competition. The six competition winners will be awarded with a study trip to the U.S., where they will have the opportunity to meet top U.S. experts in media law, share their professional experience, and promote their work among potential business partners.

In May 2009, eight Russian media lawyers visited MLC's IMPP partner, the International Senior Lawyers Project, in New York City. During the trip, the delegation met with senior media lawyers and managers at the Associated Press, NBC, *The New York Times*, the Media Law Resource Center, and Cardozo Law School. During these meetings, the Russian media lawyers learned about American and European regulation of hate speech, the American notion of due process, and trial by jury.

The meetings allowed the participants to exchange their views on problems with access to information, intellectual property rights, and Internet user responsibility. While the American lawyers got a better understanding of the Russian media situation, the MLC delegation members learned about U.S. approaches to media legislation that they can possibly apply in Russia, where there is a lack of legislative tools necessary to solve intellectual property disputes among others.

In addition, the Russian participants visited a U.S. courtroom and heard several hours of testimony in a trial. The lawyers said they were most impressed by the presence of the jury and the careful and detailed examinations and cross-examinations, including that of a forensic medical examiner.

In June 2010, IMPP's grant to the MLC ended; as a follow-up in August, they hosted a roundtable discussion on media legislation issues for Russian journalists and media law

professionals. The discussion, which was held at the Moscow House of Journalists, was led by David McCraw, vice president and assistant general counsel for The New York Times Company, and Fedor Kravchenko, managing partner of MLC.

In coordination with Mr. McCraw, MLC chose the three most important areas of media legislation for the discussion: copyright, reputation protection, and confidentiality. The participants compared Russian and U.S. court practices on exclusive rights violation cases, including the size of related fines, the approaches to estimating moral damages, image rights protection, and access to information practices. In addition, the participants discussed ongoing changes in Russian media legislation and compared principles of Russian and U.S. media regulation.

***IR 2: Enhance independent media outlets' capacities to produce socially valuable content, public service formats, and socially responsible journalism***

Over the course of IMPP, IREX supported two partnerships under IR 2. All partnerships were competitively selected through an open call for applications and a thorough selection committee that included USAID representation.

**Non-Government Educational Institution University of the Russian Academy of Education Nizhny Novgorod Branch (NNU):** In the early months of the program, IREX staff together with Nizhny Novgorod University (NNU) searched for partners to develop a program on media and disability. Given the narrow focus of the topic IREX contacted more than ten universities across the United States, including Emory University, University of Maine, Syracuse University, and University of Tennessee asking for referrals. Based on research, IREX identified a professor at Towson University, Beth Haller, who is considered a leader in researching the issue of media and disability in the United States. A partnership was also forged with the City University of New York.

In March 2008, Nizhny Novgorod University also started researching current programs on media and disability in Russia. The dean of the school journalism put together a list of students to be trained at the regional center, as well as lists of equipment required for the center to be established. The university also started to collect materials for the textbook and for the "how to" manual. Staff also met to initiate the development of by-laws of the regional center for journalists covering disability issues.

In April 2008, IREX organized an online conference for NNU and their US partner on reporting about disabilities. A leading US expert on media and disability, Professor Beth Haller, made a presentation for 20 Russian university professors, students and local journalists via online conferencing. Professor Haller discussed in detail the principles of covering disability issues in media and major ethical issues including selection of story ideas, acceptable tone of publications, the use of adequate language and medical terms when writing about people with disabilities. The presentation was very well accepted by the local academic community. Most of the questions during the Q&A session were related to the effect social publications have in the US, potential response of local US authorities to controversial or sensitive stories and education of journalism students related to public service. This was the first partnership conference organized by Nizhniy Novgorod University and their US partner in a series of events that will lead to creation of the first Media and Disability Center in Russia.

In May 2008, the university held a media conference which was attended by academics from more than 20 Russian cities. Professor Varvara Kapatsinskaya, the head of the program, presented the IMPP project and gave a detailed description of their partnership with the City University of New York (CUNY). During the event, Ms. Kapatsynskaya organized a seminar discussion of the research data in the area of media and disability the university had collected and presented the strategy for designing the center, which will also serve as an information clearinghouse on the issue.

In June 2008, four faculty members from the university went on a study tour to CUNY. The purpose of the tour was to establish partnership relations with the university, learn the strategies of covering disability in media and get practical experience of training journalists and students on how to report on disability issues. The study tour program included meetings with the faculty and administrators of the Graduate School of Journalism, as well as representatives of numerous disability organizations, human rights groups, and professional journalists.

Professor Beth Haller, who played a key role in organizing the study tour, also conducted a number of trainings for NNU faculty. In her presentations, she covered the importance of involving people with disabilities and disability organizations in journalism education, shared her personal experiences of writing about disabilities, covered public misperceptions of disabled people, which are embedded in a mix of conflicting positive and negative emotions. She gave numerous examples of classroom training techniques, case studies, reporting topics and topics for discussion. Professor Haller suggested that the training center for journalists in Nizhniy Novgorod should primarily focus on teaching journalists how to cover day-to-day issues such as accessible transportation, accessible accommodation, accessible parking, and employment of people with disabilities rather than creating a hero image or telling the reader about someone's tragedy.

During the study tour workshops and discussions, the Russian participants were taught to use various approaches for covering disability issues in the US. They expressed hope that when the Center is up and running the awareness of the society of the problems that people with disabilities in Russia have to deal with on a daily basis would rise and the Government would have to start paying attention.

Russian participants also met with international organizations based in New York such as Rehabilitation International, Witness and the United Nations. Representatives of these three organizations expressed their interest in the program and agreed to continue discussing the ways of collaboration with the University in Nizhniy Novgorod.

As a result of this study tour Nizhny Novgorod University established initial partnership links with CUNY and agreed on the future active cooperation in creating the center for journalists covering disability issues in Nizhniy Novgorod.

Russian and US partners started to develop training curriculum for the center. During the study tour, the Russian group received recommendations on how to develop training courses for journalists covering disability issues. They also brought to Russia relevant print and multimedia materials that will be used at the Center. Nizhniy Novgorod participants and the US partners started developing a style guide for Russian journalists on covering disability issues and training materials aimed at eliminating stereotypes and helping journalists write about social issues. Russian partners decided to develop the second stage of the project in partnership with CUNY to design trainings for managers of disability organizations on interaction with the press.

In August 2008, a group of IT specialists from the NNU were actively developing the web site on journalism and disability. The site was planned for roll out in the fall of 2008.

In October 2008, the University finished curriculum development for a distance learning course for journalists and journalism students and started designing concepts for advanced training seminars and consultations for professional reporters. In December, the university staff published an information bulleting about the Center and distributed it to faculty, students, journalists, and representatives of local NGOs.

Two U.S. experts from the partner universities in the U.S. visited Nizhny Novgorod in November. Trudy Lieberman, director of the Health and Medicine Reporting Program at the City University of New York Graduate School of Journalism, and Barbara Zang, PhD., professor in the Communication Department at Worcester State College in Massachusetts, conducted an assessment of the new training curriculum and consulted with University staff on content for the Center's Web site. In addition, the U.S. partners participated in a round table discussion with Russian faculty about the training courses. Specifically, they discussed research principles, international journalism ethical standards, understanding the role of mass media in the social integration of people with disabilities, and eliminating stereotypes. The U.S. experts shared with their Russian colleagues their experiences collecting and analyzing statistics, and the best practices for reporting these issues in print media. They also provided print materials that will be translated and made available at the Center. The visit was capped with a press conference to introduce the Center to journalists throughout the region and local media.

In February 2009, the University launched a training program for journalists in Nizhny Novgorod entitled "The Role of Media in Social Integration of People with Disabilities," which ran through April 2009. University journalism faculty and representatives from local NGOs that work with people with disabilities taught the classes. More than 20 editors and journalists from Nizhny Novgorod signed up for the course, with the goal to educate society about the challenges faced by people with disabilities, through professional enhancement of reporting skills. Some topics covered included an overview of legislation related to the disabled, changing stereotypes to facilitate social integration, the role of NGOs in successful social integration of the disabled, corporate social responsibility, and interaction of reporters with people who have disabilities. Public relations professionals will focus on methods for effective fundraising for NGOs.

The Center's training schedule in March included a course on the role of media in the social integration of people with disabilities. More than 20 editors and journalists from Nizhny Novgorod media outlets participated.

In April 2009, NNU invited local journalists to a program about their role in the social integration of people with disabilities. This new program was the result of the university's year-long partnership with U.S. experts and universities on disability studies and journalism. More than 50 journalists, teachers, researchers, students, and NGO activists participated in the training program. Some of the topics included the difference between media coverage of people with disabilities in the U.S. and in Russia, writing techniques, and expectations of coverage.

A group of students who took the class "Media coverage of people with disabilities," presented a project paper during the Nizhniy Novgorod City conference, "City as a social project and the space for social engineering." Their paper won second place in the "Social engineering and implementation of creative ideas of youth" category.

Additionally, the university produced a textbook entitled *Problems of People with Disabilities in the Mirror of the Media*.

In June 2009, the University was awarded an IMPP small grant to expand their project and involve two local NGOs in their activities. This was IMPP's first effort to expand the existing program by involving both more international partners and regional partners.

In March 2010, three professors from NNU and the manager of the Agency of Social Information (ASI) Center for the Support of Non-Governmental Organizations and Development of Public Initiatives visited NNU partners at the City University of New York (CUNY) Graduate School of Journalism to learn more about the role of mass media in the social integration of people with disabilities. The NNU delegation was especially interested in discussing management and the development of activities directed at enhancing media coverage of people with disabilities and the inclusion of a media and disability component in Russian university curriculums. The ASI is eager to join NNU efforts and share their experience in successfully running social projects.

The NNU delegation's study tour to New York City in March was coordinated by Professor Beth Haller, a long-standing NNU partner who visited the Nizhny Novgorod team in fall 2008. The group had numerous meetings with NGOs and social networks that deal with the social integration of people with disabilities and related educational programs for media, including the Center for Independence of the Disabled, New York; Disabilities Network of New York City; Pro Publica, an investigative journalism NGO; ABC News, the news division of the American broadcast television network ABC; and Maidstone Foundation, a provider of practical help to NGOs. Study tour participants were particularly impressed by the fact that many leaders of U.S. NGOs working with people with disabilities are disabled, and by the widespread American practice of volunteer work at the organizations.

In June 2010, an IREX-awarded small grant aimed at strengthening links with local and international partners to expand the university's Training Center for Journalists Cover Disabilities came to a close. These partnership activities resulted in raising professional competencies of the Center's specialists who teach students of the journalism department, in developing new training materials including an educational video film and a set of translated works of American experts on media and disability. When implementing the project, NNU representatives established close collaborative links with the Center for the Social Adaptation of Children and Youth with Disabilities and provided continuous informational support for the Center's community-oriented events, training classes and consultations.

**Social Advertising Laboratory (SAL):** In late March 2009, Year 2 grantee Social Advertising Laboratory (SAL) held a meeting with the Focus Media Foundation, the Children's Advertising School, IREX, and other organizations to discuss the partnership project's workplan. SAL developed an agenda for its upcoming study tour to U.S. partner Advertising Council in New York City. Other topics discussed included the plan of launching online learning facilities in other regions, partnership activity coordination, public relations events, project implementation strategy, and preparation for the partnership's international conference in October 2009.

In June 2009, a group of six Russian social advertising experts visited the Ad Council in New York City. The experts represented member organizations of the Coalition of Nonprofit Organizations for the Promotion of Social Advertising. Those organizations include SAL, the Agency of Social Information, the Focus-Media Foundation and Health Protection, the

Children's School of Advertising, the Russian branch of the World Wildlife Fund, Studio-Dialogue, the Podari Zhizn Foundation, the Line of Life Foundation, the Downside Up Foundation, and many others. The coalition was formed in 2007 to support the development of social advertising in Russia by putting together the joint efforts of various groups.

During this weeklong study tour, the Russian participants met key organizations, including the Ad Council, CBS-TV Networks, the Partnership for a Drug-Free America, Fenton Communications, consulting firm Big Duck<sup>1</sup>, and the New York Film Academy.

At the Ad Council, SAL's IMPP-supported partner organization, the visitors focused on the concept of public service announcements and specifically on the possibilities for cutting costs while producing them. The participants also explored the U.S. model of interaction between non-profit organizations and businesses. The Russian visitors were surprised to learn that in the U.S. many businesses are willing to contribute to social advertising campaigns.

At the New York Film Academy, the participants took a four-hour master class on the principles of making a public ad. They were taught to analyze and assess public ad samples by comparing them with the most successful video advertisements produced in the U.S. The group also shared samples of Russian-made social advertisements.

As a follow-up to the tour, SAL produced a CD with major highlights from the trip and the lessons learned from the U.S. partners in preparation for the International Forum on Social Advertising, which SAL was planning to host in October. In addition, in September, SAL held its first video conference as a kick-off event for the "Modern technologies of social ad design and promotion" distance-learning course. The video class was based on the experience gained during the study tour.

Concurrently, SAL began collecting data for its survey on the current state of Russia's social advertising market. The survey was planned to focus on regional organizations involved in the production and distribution of public service announcements, including governmental and not-for-profit organizations, as well as universities and commercial firms in order for SAL to plan its major project activities for maximum efficiency.

In October 2009, SAL held an international conference entitled, "Enhancing the Role of Social Advertising in Russia." The conference was a result of longstanding efforts by the Laboratory of Social Advertising to bring together Russian producers, buyers, and regulators of social advertising to discuss problems and outline ways to further develop the industry. The conference was organized jointly with SAL's U.S. partners.

The conference hosted producers of social advertising from 23 regions of Russia, Central Asia, and Eastern Europe, federal Russian regulators of the advertising market, journalists, and potential clients from non-profits and funds. The panels ranged from creative advertising technologies and the science of social advertising to legislation on social advertising and interaction with media, which was accompanied by a social ad exhibit. As part of the event, the

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<sup>1</sup> Big Duck works exclusively with not-for-profit organizations to transform the way they communicate. Combining expert strategy with award-winning creativity, the organization delivers smart communications to raise money and visibility.

participants had a chance to watch the best public service announcements from key international social ad festivals, such as Cannes Lions, Clio Awards, LIAA, and Busan International Advertising Festival Ad Stars.

As a result of the conference, SAL was able to identify the most in-demand social topics to be included in the social advertising distance learning curriculum, analyze Russian social ad industry by identifying strengths and weaknesses, and make the first steps towards consolidating social advertisers' professional community.

In November 2009, SAL proceeded with preparing the second class of the three-class distance learning educational program on social advertising and posted all learning materials on its Web site. SAL also developed and distributed a digest for the international conference titled "Enhancing the Role of Social Advertising in Russia," which was held in October.

As a follow-up to the international conference "Enhancing the Role of Social Advertising in Russia," on December 17 SAL conducted a video seminar for those who were not able to come to Moscow to attend the conference. This training was held as an online seminar (webinar), where the social ad professionals who participated in the October conference shared the results of the conference and the most interesting speeches with representatives of non-profit organizations, advertising agencies, professors of schools of journalism, and regional governments from Novgorod, Vologda, Voronezh, Yekaterinburg, Izhevsk, Nizhny Novgorod, Omsk, Orel, Saint Petersburg, and Cheboksary. During the seminar, participants had a chance to ask experts from Moscow about the best practices for creating PSAs in Russia.

In February 2010, the Laboratory of Social Advertising, in partnership with Focus Media fund and the Coalition of NGOs for Support of Social Advertising Development, held a training of trainers event for regional universities and NGOs. Professors and NGO trainers from 10 Russian regions learned about the role of social advertising in public relations and marketing, worked on case studies relating to social advertising and information campaigns, and studied the best international examples of social advertising. As a result of the training, the regional trainers acquired skills enabling them to evaluate the efficiency of their work, review and revise their professional and organizational goals, develop organization-specific social advertising strategies and technologies, start long-term planning, and become members of the social advertising professional community.

In April 2010, a group of SAL representatives visited their IMPP partner organizations--the New York City-based Ad Council and Stanford University's Graduate School of Business--and met potential new partners at George Washington University and American University (AU) in Washington, D.C. During their visits, the SAL representatives worked with their American colleagues to involve them in the new distance-learning programs for social advertising organizations in the Russian regions, as well as to develop exchange programs with Russia.

After visiting the Ad Council, the Russian experts decided to utilize the Ad Council's presentation materials on best practices in campaign development as well as case studies of the most successful campaigns. In addition, the Ad Council gave a presentation during the LSA's webinar on best practices for educational outreach.

SAL's American colleagues at George Washington University (GW) shared their insights into the development of social advertising regulation in the U.S. as well as the best practices for

coordinating between impact research and social marketing campaigns. They agreed to share their study program curriculum on global health and disease prevention. GW's officials began to consider educational and informational exchanges with SAL planned for 2011 and 2012.

Professors from American University primarily focused their discussions on distance learning techniques and management, including certification requirements for online classes, incentives for students and professors, psychological obstacles to expanding online offerings, and evaluation issues. As a result, the AU professors agreed to participate in SAL's planned master classes to be conducted in January 2011.

Also in April, SAL held their first Festival of Social Advertising in St. Petersburg. The festival grew out of its Enhancing the Role of Social Advertising in Russia conference, which was held in October 2009. The festival facilitated discussions between representatives of the state, business sector, and NGOs that are involved in Russia's social advertising market. Students and junior professionals in the field listened to experts discuss the problems and challenges, the most vital of which are how to improve the quality of social ads and how to elaborate the current Russian law on advertising. As social advertising is still a new area for Russia, achieving these two tasks can be greatly facilitated through the use of the experience of colleagues from the United States with its more than 100 year old public ad industry. Other topics discussed included the role of social advertising in the media; developing business-NGO partnerships to implement social projects; and opportunities for volunteer participation.

One SAL American partner, Karen Fox, who researches social advertising and marketing, spoke about social advertising problems that Russia and the U.S. have in common. "In most cases, such advertising is free, and that's why it is frequently broadcast late at night, thus missing the target audience," she said. The Russian NGO leaders who attended the festival emphasized the role of social advertising in attracting more donors.

In June 2010, SAL completed its initial partnership program. In September, IMPP selected SAL for an additional post-partnership small grant project. It was aimed at completing the program through building a network of local non-profit organizations actively working on social advertising in Russia. The organization also planned to conclude its partnership project with a social media conference in Moscow for NGO leaders, young journalists and editors of Russian media outlets focused on social issues in December 2010.

In December 2010, SAL hosted its second international conference on social advertising, "Raising the Effectiveness of Social Advertising in Russia," in Moscow. This conference built on the success of the previous conference in October 2009 by uniting prominent Russian and international experts, opinion leaders, government officials, members of the business community and mass media, and civil society representatives to share and discuss the latest research and practical findings on social advertising in Russia.

The first day of the conference was divided in two main sections, "Research and Social Engineering" and "Creativity and Technology." During these sections, journalists participated in a series of workshops and viewed some of the best PSAs produced over the previous year. On the second day, the Coalition of NGOs for Social Advertising Development organized a roundtable on new challenges and opportunities for social advertising in the modern Russian context at the Russian Public Chamber. Representatives from the Moscow Advertising, Information, and Design Committee; George Washington University; UNICEF; LiveJournal Russia; Donors' Forum; and the advertising agencies Leo Burnett, Social Craft and Advance Digital all participated. Leading

bloggers and representatives from media organizations and NGOs also attended the event. The participants discussed modern communication technologies and the possibility of creating better and more effective social media and social initiatives in Russia. The roundtable was also broadcast live for online viewers.

**Supplemental training events.** Throughout the life of IMPP, IREX supported—either directly or through partners—additional training and workshop events which included:

*Media Online and Offline Convergence workshop:* In September 2008, IMPP held Media Online and Offline Convergence workshop for IMPP grantees and partners. The goal of the workshop was to share the most up-to-date media techniques with journalism professionals in Russia. The workshop was attended by more than 30 participants – representatives of IMPP partnerships - including professors of journalism, postgraduates of the Moscow State University, journalists, and media managers, members of journalism associations and foundations, as well as representatives of international donor organizations.

Two trainers from the US - Jake Shapiro, the executive director of the Public Radio Exchange and Glen Otis Brown, one of YouTube's directors - gave presentations on media convergence, online journalism education, and the use of web technologies in journalism training. Mr. Shapiro spoke about the new models of independent distribution, public media's digital transition and the role of participatory culture. He shared his ideas about the future of public radio and emphasized the increasing role of participatory culture. Mr. Otis Brown gave a presentation on the way YouTube is transforming the video environment, and on the evolution of copyright law in modern society. Otis Brown also shared his experience gained through his work at Creative Commons and provided an overview of technical and legal tools aimed at helping media organizations build and interact with large audiences. This presentation revealed a number of facts about online media distribution, which are usually hidden for common users and was also very well accepted by the audience.

The Russian speakers also presented their partnership projects and discussed their current use of the web in day-to-day work. Overall, the seminar was very highly rated by the participants most of whom also provided suggestions for topics to be discussed at future IMPP events including the upcoming mid-term conference.

*Seminar on Business and Economics Journalism:* In October 2009, IREX together with the U.S.-Russia Center for Entrepreneurship and the Moscow State University Department of Journalism held a Partnership Conference on Business and Economics Journalism. Experts on business journalism and financial literacy from the U.S., Russia, and IMPP partners provided training on the current trends in business media development, successes and challenges faced by the Russian and U.S. business media, ways to develop business journalism education programs, and the role of journalists in government-sponsored financial literacy programs. During the conference, IMPP partners provided updates of IMPP partnership projects and spoke about the problems of regional media outlets, the development of business journalism educational programs, the legal protection of journalists writing about business, and the social advertising market.

Andrew Leckey, President of the Reynolds Center for Business Journalism at Arizona State University, gave a presentation on business journalism in the U.S. context. Commenting on the Russian situation, he recommended considering ways to create business journalist trade associations, which can help media managers organize, protect their rights and lobby for better

legislation. Rose Brady, the Senior Editor of *Business Week's* international edition, talked to the Russian audience about practices that international business outlets follow when covering emerging markets, including Russia. Sergey Guriev, director of the New Economic School, spoke about the major challenges Russian business journalism faces, such as quality of reporting, corruption, and obstacles for free information. The second session of the training included presentations of Russia media managers.

Yakov Mirkin, executive of *Eurofinansy* and professor of Economics, gave an overview of the most common mistakes journalists make when writing about macroeconomic issues and discussed the basics of Russian economics for practicing journalists. Other speakers presented their media outlets and laid out problems that they face in business reporting and solutions based on their day-to-day work.

The overall goal of the conference was to introduce the Russian media community to international best practices in covering business-related issues in media and discuss the ways IMPP grantees can share this knowledge with their constituencies.

*Seminar on Environmental Journalism:* In February 2010, IREX, together with the Embassy of Finland, *National Geographic Magazine – Russia*, and the Moscow State University Department of Journalism, held a two-day seminar on environmental journalism. The seminar attracted the attention of practicing journalists from Moscow and Russia's regions, environmental NGO staff, and IMPP partners. The lead trainer was Joel Bourne, an award-winning journalist from *National Geographic Magazine USA*, who has covered national and international environmental issues for the past 20 years. Russian experts on climate and wildlife protection provided the audience with professional recommendations on how to cover environmental issues, write interesting pieces, and check information before publishing. A journalist from Finland with more than 20 years of environmental reporting, Hannu Vilpponen, shared his experience on how to cover those issues.

During the seminar, IMPP partners Press Development Institute – Siberia, University for the Humanities of Yekaterinburg, the Social Advertising Laboratory and Media Lawyers Collegium presented their work related to environmental journalism and interaction with environmental NGOs. Fedor Kravchenko, director of the Media Lawyers Collegium, spoke about legal problems that may rise in connection with critical environmental publications and the ways to overcome them. Guzella Nikolayshvilli, director of the Social Advertising Laboratory, showed the best examples of international environmental organizations' TV PSAs. During the seminar, World Wildlife Fund showed the documentary *The Amur Tiger in the Third Millennium*. Also, *National Geographic* organized a photo show called "The Wonderful World of Yegarka National Park." The seminar was streamed live on IREX's website.

World Wildlife Fund and the International Fund for Animal Welfare made a number of presentations related to their work with mass media and the role of the press in solving global environmental issues. Both organizations offered young journalists and students the opportunity to apply for internships.

The overall goal of the seminar was to introduce the Russian media community to best international practices in covering environmental issues. Upon the conclusion of the seminar, a number of grantees requested DVDs with video of the event to be shown in their respective regions. Those discs were distributed in March 2010.

The seminar was co-sponsored by the Embassy of Finland in Russia. Based on the success of the seminar, the Embassy and IREX decided to organize a press tour to Finland for environmental journalists. Tickets to Finland and lodging costs will be covered by the Embassy.

*Digital media development:* In May 2010, IREX hosted a conference with Gary Kebbel, the director of the Knight Foundation's Journalism Program. Mr. Kebbel spoke with IMPP partners and other interested participants about the Knight Foundation's strategies on digital media development and described the Foundation's grant program for media interested in pursuing digital media projects. A representative from *Sochi Reporter*, a Knight Foundation Russian grantee, described their current project. IMPP streamed the event live via the IREX Russia website.

On June 16, 2010, IREX participated in the 4<sup>th</sup> Open International Summit of Regional Publishers. This year's summit, "The publishing business: Key accents and trends of 2010/2011," was held in Rostov-on-Don and was hosted by IMPP partner the Fund of Regional Press Support. The agenda included sessions on relationships between regional officials and the media, publishers working in small markets, and IT solutions for the publishing business.

IMPP arranged for Buck Ryan, the director of the Citizen Kentucky Project at the Scripps Howard First Amendment Center housed at the University of Kentucky, to attend the summit and present his Maestro Concept to the audience. Maestro is an innovative approach to story planning for online media or for online sites of paper media. Mr. Ryan's presentation gained significant interest from the summit's participants, many of whom expressed an interest in working with him in the future.

IMPP COP Michael Mirny facilitated a session at the summit on online journalism and made a presentation on the new media in the US and the role of new technologies in transforming the media environment. Describing a success story of American public media's employment of new technologies, he encouraged Russian publishers to look for ways to generate profit and expand online despite the challenges they face. The presentation was attended by more than 30 participants in Rostov-on-Don.

*Seminar on Journalism and Blogging:* In April 2010, IMPP held a seminar on journalism and blogging in partnership with Russian LiveJournal (the blogging portal) and Frontline Russia. More than 50 journalists, bloggers, NGO leaders and students in addition to IMPP partner representatives attended the seminar, which was held in Moscow. LiveJournal managers spoke about how their services allow Russian journalists to reach wider audiences than those that can be reached via traditional media. Several IMPP partners also made presentations on their experiences with using the platform.

Guest speakers included Dmitry Muratov, *Novaya Gazeta's* editor-in-chief, who described how the *Novaya Gazeta* editorial blog helps the newspaper communicate with its readers. Other speakers included well-known environmental blogger Grigory Pasko and Alexander Zolotarev, of the Knight Foundation-funded "Sochi Reporter" Web site. "Sochi Reporter" according to Alexander Zolotarev, is a driving force mobilizing youth in Sochi. Thanks to this web site young people became interested and engaged in reporting issues related to violations of rights of household owners in Sochi and other social problems in the region.

Oksana Silantyeva, *Altapress* publishing house's Web site manager from Barnaul, and Olesya Parkhomenko, professor from the University for the Humanities of Yekaterinburg, an IMPP

grantee, told the audience about the impact their organizations have made in developing the blogosphere in their regions. Olesya Parkhomenko gave examples of journalists who publish results of their investigations online since they are not able to report them in the traditional media. Media students in Yekaterinburg, thanks to the promotion of blogging as a tool for reporters, are now learning how they can use those sites to connect with the audience, receive feedback, search information in blogs and check facts. The seminar concluded with a screening of the documentary, “War of Blogs,” presented by Frontline Russia.

*Seminar on Gender Stereotypes in Media:* In May 2010, IMPP hosted a seminar, “Gender stereotypes in traditional and new media,” in partnership with the Swedish International Development Co-Operation Agency (SIDA.) The seminar, held at the Moscow House of Journalists, drew journalists, NGO leaders and bloggers. Sofi Engstrom, a Swedish expert on gender issues and editor of the site <http://viewpoint-east.org>, an online independent cultural journal, shared the results of her recent research on the effects of gender stereotypes in new media. In her research, Engstrom concludes that while gender stereotypes exist in all media, in the online world those stereotypes can be confronted via anti-stereotype-focused social networking.

Nadezhda Azhgikhina, secretary of the Russian Union of Journalists, spoke at the seminar about the problems with gender stereotyping in the Russian media and emphasized the importance of gender-based professional organizations like the Association of Women Journalists and the Gender Council of the International Federation of Journalists. Speakers from two IMPP partner organizations – the Laboratory of Social Advertising and Moscow State University’s Department of Journalism– spoke about gender stereotypes in Russian regional press and in the social advertising industry. The seminar concluded with a presentation of advertising clips from across the globe that serve as good examples of gender stereotyping in traditional media.

IMPP produced DVDs of the seminar to distribute to all partner organizations.

*IMPP-Alliance of Independent Regional Publishers Seminar on the Relationship between Traditional and New Media Outlets:* In January 2011, IREX in cooperation with the Alliance of Independent Regional Publishers, organized a seminar, “New and Traditional Media: Enemies or Allies?” Editors-in-chief and publishers of leading online and regional traditional media outlets participated in a spirited and at times heated discussion on the relationship between traditional and new media in the Russian environment. The participants focused on three questions: First, is there a future for traditional media in Russia? Second, are new media outlets really putting traditional media out of business? And third, what can be done to help traditional media outlets adapt in this new environment?

The editors of the popular online news portals lenta.ru and gazeta.ru said the ability of online journalists to immediately distribute information has weakened traditional media organizations and many outlets will inevitably lose their share of the market. Boris Kirshin, editor-in-chief of *Chelyabinskiy Rabochiy*, agreed that newspapers are losing their position as the preeminent providers of news, adding that publications like his are not well suited to compete with Internet-based outlets. Nevertheless he argued that traditional publications are still valuable because they provide analytical journalism not often found online. “A newspaper is no longer simply a news source. Instead it is a source for analysis, which the online media lacks,” he said.

Yury Purgin, a publisher from Barnaul, noted that since the appearance of new media, “traditional media has become aware that the only way to survive in the current environment is

to find new formats and learn to use the opportunities provided by the Internet, blog platforms, and social networks.” Other publishers argued that regional newspapers will remain important players in their local communities because they understand well the interests of their readers.

*IMPP-FNR Seminar on Multimedia Project Development:* In February 2011, IMPP and the Foundation for Independent Radio Broadcasting (FNR) organized a three-day seminar on multimedia storytelling for regional journalists. The training was led by Bjarke Myrthu, a Danish journalist and the executive editor of the Magnum in Motion and StoryPlanet web projects; and Shoka Javadiangilani, designer of multimedia projects and executive producer of the Objective Reality Foundation. Travel costs incurred by both trainers were covered by FNR grants received from other donors.

Participants came from regional radio stations, newspapers, and information agencies across Russia to learn how to design and implement online multimedia projects from scratch. The two trainers shared their experience in online storytelling by analyzing their most successful multimedia projects, including Magnum in Motion, Story Planet, and Access to Life, all of which have won international acclaim.

On the second and third days of the seminar, the journalists participated in a master class led by Bjarke Myrthu where they worked through all stages of a sample online documentary project from brainstorming an idea, to writing a synopsis, to developing the actual content. The participants ultimately presented their completed stories to the rest of the class. The seminar was broadcast live on the Internet so that all interested journalists had an opportunity to participate.

*IMPP-CJES Seminar on Conflict Reporting:* In February 2011, IMPP in partnership with the Center for Journalism in Extreme Situations (CJES) held a seminar, "Covering Conflicts in Mass Media and Blogs." Russian journalists and bloggers gathered to learn from experts on how to work effectively and ethically in extreme situations.

Grigory Shvedov, editor-in-chief of the [Caucasian Knot](#) website, and Olga Romanova, a journalist and co-author of the [Buturka blog](#), shared their experiences working in the field and spoke about the importance of observing journalism ethics while covering conflicts and disasters. Olga Kravtsova, CJES's director, conducted a training on how journalists working in extreme situations can cope with stress.

Jon Alpert, a noted American journalist, film director, and winner of 15 Emmy Awards, spoke to the participants via Skype from Egypt, where he was covering the street protests. Alpert discussed his experience working in disaster zones, in addition to his current work in Egypt. The seminar participants also had the opportunity to watch Jon Alpert's documentary film "China's Unnatural Disaster: The Tears of Sichuan Province," which was nominated for an Oscar in 2010.

Following the presentations, the participants and presenters discussed a series of topics including how to interview people who have been injured or are under stress without worsening the situation; how to determine what questions and behavior are unacceptable or unethical during an interview; how to overcome personal stress in dangerous situations; and how to stay safe when reporting from a conflict zone.

*IMPP-LiveJournal Seminar on New Media for Traditional Journalists:* In February 2011, IMPP and LiveJournal Russia in cooperation with Moscow State University, Department of Journalism, and the Embassy of Finland organized a seminar, “How Journalists Use Blogs and Social Networks”. Over the course of the seminar, the presenters discussed how journalists can use social media like LiveJournal, Twitter, and Facebook to improve the quality of their work and expand their audience.

A team of experts from *Novaya Gazeta* gave a presentation about the newspaper’s website, blog and Facebook page. Dmitry Muratov, the newspaper’s editor-in-chief, explained how thanks to the use of social networks, the sales of the print version have actually increased. Konstantin Poleskov presented on *Novaya Gazeta*’s corporate blog and shared his experience promoting the newspaper’s online projects through social networks and in the blogosphere.

Yarmo Koponen, a Finnish journalist and producer of the [Uusi Suomi news portal](#), explained to the participants how he developed his website into a successful online media outlet. Koponen’s participation was coordinated and paid for by the Embassy of Finland. Roman Cheluskin, editor-in-chief of LiveJournal Russia, and Lina Udovenko, LiveJournal’s marketing director, explained to the participants the structure and functions of LiveJournal’s news service and provided advice on how it can best be used by journalists. And Marina Litvinovich, head of the [besttoday.ru](#) project, analyzed information “blogwaves” in social networks and blogs. She noted that bloggers are often the first to report breaking news. Social networks also quickly reflect public reaction to major events. Ms. Litvinovich suggested that journalists become active participants in the blogosphere, both as creators and consumers of information.

*IMPP Seminar on New Media as a Tool for Disability Rights Activism:* In November 2010, IMPP held a seminar, “New Media and Opportunities for the Integration of People with Disabilities.” Representatives from Nizhniy Novgorod University, including IMPP grantees who had successfully built a training center for journalists covering disability issues, were the primary presenters. One of the products created by this project was an educational video on disability issues produced by Nizhniy Novgorod University professors in partnership with faculty members from the City University of New York (CUNY). The video was shown at the seminar.

Beth Haller, a professor of journalism and new media at Towson University and an IMPP partner, presented a talk via Skype titled “The Changing Landscape of Disability ‘News.’” Professor Haller’s presentation described how social media and the internet provide people with disabilities and their families with a wider range of information and the ability to bypass the traditional media and tell their stories directly.

Professor Haller noted that although new media does not create a barrier-free utopia for people with disabilities, much of the new technology of the 21<sup>st</sup> century gives disabled people more access to the world around them, as well as the ability to share their own stories and experiences. Professor Haller received numerous questions from participants representing Russian NGOs, social agencies, journalists and bloggers.

One of the participants, Alexander Zolotarev, a founder and leader of the SochiReporter project, introduced his project and gave a talk about new media as a tool to raise awareness in Sochi. Mr. Zolotarev explained that in his opinion one of the main goals of any collective blog should be to inspire and support social activism in real life. Virtual communities should act together — both online and offline — to make positive changes in the lives of people living in their communities, including those with disabilities.

In October, <http://SochiReporter.ru> organized an event to draw the attention of local business owners to the challenges people with disabilities face in Sochi. They walked around the streets of Sochi and interviewed people asking them what they know about paralympic games and paralympic athletes. Mr. Zolotarev showed a video of the interviews during his presentation.

*IMPP Training and Discussion on Online Media Development in Russia:* On December 6, 2010, IMPP organized a training and roundtable discussion, “New Media - New Challenges: Opportunities for Online Media Development in Russia,” which brought together more than 30 journalists and editors-in-chief from online media outlets. Experts from major Russian internet companies also participated in the discussion and shared their experiences.

Galina Timchenko, editor-in-chief of [lenta.ru](http://lenta.ru), the most-visited Russian news portal, spoke about the phenomena of online media and shared innovative approaches for gathering news. Ms. Timchenko suggested that regional media should provide coverage of more prominent stories rather than just reporting on the activities of local governments. She noted that there were many ways that regional and national media could work together and encouraged the participants to develop regional networks of reporters.

Nargiz Asadova, director of the radio station Echo Moscow’s website, spoke about the station’s strategy to become a leader in the field of online media. Ms. Asadova noted that many of Echo’s website visitors had not previously listened to the radio station. Special attention was given to the section of the site devoted to blogs written by prominent Russian politicians including regional governors and opposition leaders.

Roman Cheluskin, editor-in-chief of LiveJournal, Russia’s top blogging site, gave a presentation on the role of blogs in building civil society in Russia. He spoke about how blogs can be used as news sources by regional media and also addressed copyright issues and his company’s new regional initiative. Other prominent presenters included Grigory Shvedov from the Caucasian Knot and Grigory Asmolv, a contributing editor to RuNet Echo and Globalvoicesonline.org, who joined the seminar via Skype.

The media training was conducted by Galina Arapova, director of the Center for Defense of Rights of Mass Media. Her four-hour legal presentation covered a number of topics including copyright issues, the Russian extremism law and the rights of media. She also presented several case studies of online media harassment and censorship and provided legal solutions for these issues.

*IMPP Seminar on News Aggregators in the Russian Context:* In March 2011, IMPP held a seminar, “The Role of News Aggregators Yandex and Google in the Media Environment.” The IREX Moscow office hosted editors from traditional and online media organizations located in Moscow, including [vedomosti.ru](http://vedomosti.ru), the Russian Reporter, the Caucasian Knot, Golos Rossii, ИНОФОРУМ.py, and free-lance journalists and bloggers. The seminar was simulcast online in Kirov, Rostov Oblast, and Nizhny Novgorod where editors, journalists and journalism students gathered to participate in the discussion.

The seminar also brought together Russia’s two most popular news aggregators, Google and Yandex. Madhav Chinnappa, manager for strategic partnerships at Google, spoke about Google News and the steps Google takes to make its service universally accessible and useful. He explained how news searches work and described how this way of browsing can help

publishers. Participants from the Russian regions asked a range of questions about Google's user-generated sections. Publishers and bloggers were particularly interested in learning how Google ranks stories and how stories are selected for Google's top news section.

Tatiana Isayeva and Lev Gershenzon, developers working in Yandex's news content group, gave a presentation on the services provided by the leading Russian search portal. They explained the structure of the Yandex news service and described the algorithms used to gather, sort, and post news. They also gave the participants advice on how local news sites can use Yandex to attract a broader audience and share exclusive content.

The Alliance of Independent Regional Publishers, one of the IMPP's partner organizations, arranged for the seminar to be recorded and distributed to regional media outlets that could not participate in the event due to time differences.

***IR 3: Improve basic professional education for media professionals through international professional exchanges and curriculum development for schools of journalism across Russia***

Over the course of IMPP, IREX supported three partnerships under IR 3. All partnerships were competitively selected through an open call for applications and a thorough selection committee that included USAID representation.

**Department of Journalism, Moscow State University (MSU) and Non-Commercial Partnership Of Departments of Journalism<sup>2</sup>:** In the early months of the program, MSU began building its partnership relations with the European Journalism Training Association (EJTA) in the Netherlands and its member-organizations in other countries. EJTA is a European association of journalism centers, schools and universities from more than twenty countries. The goal of the association is to stimulate European co-operation in journalism education and mid career training as well as to develop a professional approach towards journalism training. Members of EJTA include both vocational and academic institutions and mid-career training centers.

In March 2008, EJTA and MSU discussed project implementation strategies, organized a workshop for Russian participants of the project, and prepared for the first trip of MSU to EJTA in April 2008. MSU also contacted a number of European universities and schools of journalism and discussed arrangements for joint workshops and professional exchanges.

In early 2008, MSU continued to establish partnerships with European universities to develop joint academic mobility programs in Russia and set up a consulting center on academic mobility. One of the major achievements of this period was that in June, MSU became an official member of EJTA (European Journalism Training Association).

The Non-commercial partnership of Departments of Journalism was officially added to the EJTA roster of academic mobility programs at their annual conference in Spain. At the conference, MSU was represented by the president of MSU Department of Journalism and the Dean who made presentations on the new partnership project between EJTA and Russian universities, and implemented through IMPP. According to the department's Dean, the inclusion of Russian

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<sup>2</sup> For the purposes of this report, the MSU and Partnership of Departments of Journalism initiatives are being combined into one narrative description of activities.

universities in the EJTA roster will allow Russian journalism students to actively participate in the academic mobility program. This in turn will result in thousands of Russian journalism students being exposed to EU media education, its values of freedom of speech, professional journalism and objective reporting.

MSU contacted a number of leading European universities and schools of journalism to discuss arrangements for professional exchanges. As a result, the Non-Commercial Partnership of Departments of Journalism program signed partnership agreements with seven European universities. In April and May, MSU faculty traveled to Spain and Italy to sign agreements on academic mobility with University of Complutence, Department of Informational Sciences (Madrid, Spain), Higher School of Communications (Granada, Spain), State University La Sapienza, Department of Political Science (Rome, Italy) and Perugia State University, Department of Political Science and Communications (Italy). In June, representatives of Non-commercial partnership of Departments of Journalism went to UK for negotiations with the London Open University, City University and Westminster University. Those agreements will allow students, post-graduates and professors from Russian schools of journalism to participate in exchange programs, research projects and educational programs in EU universities.

In July 2008, MSU faculty traveled to Sweden to participate in 2008 Congress of the International Association for Media and Communication Research (IAMCR), which was held at the University of Stockholm. The congress is convened annually and is well-known as a symposium of world-renowned researchers and experts addressing relations between media and contemporary global divides. MSU faculty contributed to panel discussions on digital divide, journalism education and research, media law and made presentations for the working groups on post-Soviet, post-socialist, post-authoritarian media and intercultural communications. Participation in the congress not only helped Non-Commercial Partnership of Departments of Journalism establish scientific relations and exchange experience but also allowed them to meet with potential partners from Western Europe and the USA to discuss future academic mobility programs and reach preliminary agreements on educational exchange.

In July 2008, the Non-Commercial Partnership of Departments of Journalism program held a four day train-the-trainer conference on media and mass communications in modern society for professors of journalism. Two media professors from EU were invited to conduct a series of lectures on media training. As a result 15 faculty members from Chelyabinsk, Ekaterinburg and Voronezh universities were trained to apply the latest journalism curriculum development techniques used in Europe.

Moscow State University's Department of Journalism hosted the Nordic Readings Conference in October 2008. Media experts from Finland, Sweden, and Norway traveled to Russia to contribute to the partnership's academic mobility network, which will allow students from 14 journalism schools across Russia to participate in extended exchange programs in most European Union member states, exposing future journalists and media managers to the EU's values of free and independent journalism.

In December 2008, representatives from the Partnership traveled to London and Athens to participate in the international education conference on academic mobility. The conference in London, "Going Global 3," was hosted by the British Council, Education UK, and International English Language Testing System (IELTS), and focused on student mobility, internationalization, partnership and collaboration, employability, and entrepreneurship. MSU professor Marianna Blinova discussed possible exchange programs with leaders from

Ritsumeikan University (Japan), University of Nottingham (UK), Institute of International Education (U.S.), Trinity College London (UK), and Boston College (U.S.). Blinova signed a cooperation agreement with Deborah Vogel from the University of Westminster (UK) and discussed opening of a British Center at MSU's Department of Journalism. The proposed center will also organize an event called "Days of British Journalism" at the university. The partnership will lead to exchanges in the summer and fall for students in journalism and communication departments from both countries. Those student exchanges will be funded by both Universities and students themselves.

In January 2009, MSU hosted a week-long course entitled "Winter Journalism and Communication Workshop." The partnership organized the workshop, which was partly financed by the IMPP grant. Professor Mark Meredith from the University of Glasgow in the UK was the key instructor for a two-day training on "Publishing Educational Newspapers." He also participated in a round table discussion on academic mobility issues in Russia. Workshop and round table participants were largely journalism teachers from partnership member universities in Moscow, Voronezh, Kazan, Chelyabinsk, Irkutsk, and Barnaul, among other regions. The group outlined a set of challenges Russian universities face in trying to participate in international exchange programs and the ways of overcoming those.

Academic mobility was discussed at the Journalism-2008 conference held in February 2009. IREX, the European Journalism Training Association, and Moscow State University organized a round table discussion as part of a conference entitled, "Journalism Education Without Borders: Designing academic mobility programs for journalism students." Participants included representatives from Southern Denmark University, and South-East European Network for Professionalization of Media. During the course of the event, MSU officially opened its Academic Mobility Center and the corresponding Web site. The goal of the center is to provide students with the one-stop-shop for all questions related to academic mobility programs. Students from Moscow University and other 13 Universities members of the Non-Commercial Partnership will have a place where they can learn about the existing exchange programs, complete necessary paper work and ask any questions related to academic mobility in this center. The staff of the center will organize regular outreach events to make sure journalism students know about available exchange programs.

In late 2009, the Non-Commercial Partnership of Departments of Journalism began implementing its small grant project to follow-up its academic mobility program with a visit by the leaders of the Moscow State University Department of Journalism to three US universities Columbia University, Rutgers University and St. John's University. During the previous year, the partnership had established long-term ties with major European schools of journalism and developed a unique academic mobility program for student exchanges. The purpose of the second project was to establish long-term partnerships with leading American journalism schools and make them part of the existing academic mobility program, which will expose a large number of Russian journalism students to the U.S. media experience and values of professional and independent journalism.

In September 2010, Moscow State University's Non-Commercial Partnership of Departments of Journalism was selected to receive an additional small grant from IMPP to complete their partnership project. Under its previous partnership project, MSU established ties with a number of European and American schools of journalism and created the Academic Mobility Center with a corresponding web portal for journalism students to help Russian journalism students pursue studies abroad. One of the major results of the project was MSU's entry into the EU's journalism

school network, European Journalism Training Association. The small grant allowed MSU to solidify their relations with US schools of journalism by launching a joint educational program for both foreign and Russian students.

The development of new media in Russia created challenges both for the media community and the academic institutions responsible for training the next generation of media professionals. Leading Russian schools of journalism have come to understand that in order to meet the demands of the new media market, their students must have a wide range of multimedia skills.

MSU launched a series of round table discussions for academics and new media practitioners. This initiative was a continuation of MSU's previous partnership program during which the University collaborated with schools of journalism from Europe and the U.S. The first round table, "A Portrait of a New Media Professional: Russian Journalists on the Internet," was held November 11, 2010. The round table participants included editors and managers from Yandex, heads of the leading Russian schools of journalism, and American and European journalism professors. The goal of the round table was to allow these media professionals and academics to share their experiences and provide them with a forum to discuss journalists' role in the new media environment.

In January 2011, MSU convened its second round table, which was devoted to discussing technological innovations and their influence on journalism. Presentations were given by experts from Russian media enterprises that lead the way in introducing new technologies, including Mir, Zvezda, Ren TV, NTV, Interfax, and RIAN. Much of the discussion focused on the role and function of journalists in the convergent media environment. The participants agreed that quality journalists must have both practical knowledge of the newest multimedia technologies and loyalty to traditional values such as analytical thinking and professional integrity.

**TV-2 Broadcasting Company:** In the early months of the program, IREX staff and the director of TV-2 in Tomsk started working together closely to identify US partners for the masters' media management program at Tomsk Politech Univeristy.

In April 2008, TV-2 Broadcasting Company identified Kent State University as its US partner to assist in developing a master's media management program at Tomsk Politech University where TV-2 directors and producers will teach hands-on management. Max Grubb from Kent State University worked with TV-2 to help develop a detailed partnership plan.

After a trip to Ohio's Kent State University (KSU) in September 2008, TV-2's senior management and journalists decided to adopt KSU's media management curriculum for its own program in Russia. The visitors included media management course instructors at the International Management Institute of Tomsk Politech University. Their discussions at KSU led the participants of the study tour to alter the curriculum for the master's degree program.

In December 2008, TV-2 hosted two journalism professors from KSU--Professors Max Grubb and Karl Idsvoog--to conduct an assessment of the program and organize a series of training sessions for the TV-2 managers who teach at Tomsk Politech University. They also advised the university faculty on how to improve current university training curricula and reviewed the newly developed media management courses. Both professors said they were impressed with the program and were interested in continuing to cooperate with the project.

Though the grant to form a partnership between TV-2 and KSU concluded in December 2008, the two groups maintained active communication through January and February 2009 as they reshaped the training programs. Course materials were sent to KSU for final technical reviews, and TV-2 began to negotiate the terms of program certification with KSU. TV-2 also began exploring opportunities for internships in Ohio for Tomsk University students and recent graduates. In addition, the faculty is also working toward improving the school's technical facilities.

In March 2010, four senior managers of TV-2 Broadcasting Company involved in the joint Tomsk Media Group/Tomsk Polytechnic University (TPU) effort to launch a Masters Program in Media Management were certified by Kent State University College of Communication and Information, School of Journalism and Mass Communication. TV-2 initiated the Masters Program in Media Management in 2006. In 2009 and 2010, TV-2 worked closely with partners at Kent State to improve the Russian media management program so it could be certified by Kent State University. Acceptance of the program by a US university will allow students in Tomsk to receive official certified diplomas of both Tomsk Politech University and Kent State University after a year of study in Ohio, making it possible to transfer best international media educational practices to Siberia.

After observations made during a trip to Siberia by Dr. Grubb and a careful review of the program description that followed during the study tour to Ohio, Kent State University was able to give final recommendations and approve the Tomsk Program for Kent State diplomas. As a result, the Tomsk Masters Program in Media Management and four delegation members received professional certification diplomas from Kent State University. The Tomsk Master's Program in Media Management and Kent State University drafted an agreement on a joint Masters degree in Media Management.

This is the first media management masters program in Russia that was developed jointly with US partners and that was certified by a U.S. institution. This will not only allow Russian media students get exposure to top notch U.S. experience in management and media administration but will also expose them to the values of free journalism. Certificates from Kent will also play a major role in allowing graduates to land at jobs with major Russian local and federal TV stations bringing with them U.S. best practices in management.

On March 24, 2011, the chief editors of the TV-2 Broadcasting Company held a videoconference for editorial staff of IMPP partner organizations to share their experience in designing a successful website for mass media outlets. The training session connected three regional locations — Novosibirsk, Yekaterinburg and Rostov Oblast — with the IMPP Moscow office via Skype. In the previous year, TV-2 launched an internet portal, which has now become a popular online news agency. During the video conference, the website's editor-in-chief outlined strategies for creating a news portal and provided useful tips on making news sites user friendly and generating revenue online. Editors from regional media outlets were particularly interested in learning how to make a website profitable and in improving the qualifications of their online editorial staffs.

**University for the Humanities of Yekaterinburg:** In March 2009, Year 2 grantee University for the Humanities of Yekaterinburg (UHY) began developing the concept and initial curriculum design for the Convergent Journalism Training Program that will be produced as a result of its IMPP partnership. This program was aimed at teaching journalism students the advanced techniques of convergent journalism and was one of the first programs in Russia to cover topics

related to the new vision of the profession where one reporter will be trained to work for both conventional offline and new online media.

In April 2009, a group of journalism professors, experienced media managers, and producers who teach at the University for the Humanities of Yekaterinburg (UHY) traveled to California, Nevada and New York to visit their partners and film an educational film about convergent media operations. The visiting team was led by the dean of the university's journalism department, as well as the heads of the Yekaterinburg branches of radio and TV broadcasting networks. The group visited their counterparts at the University of Southern California, and at convergent editorial newsrooms at the *Las Vegas Sun*, KNBC-4 (Los Angeles) TV news, and Bloomberg News in Los Angeles.

UHY's partners at the Annenberg School for Communication at University of Southern California (USC) invited experts from the Knight Digital Media Center at U.C. Berkeley to share their insight on the new trends in convergent media, communication leadership and policy, communication in newsrooms, transitioning to multimedia platforms, the structure and dynamics of multimedia business networks, developing Web sites and using new innovative technologies.

The group observed the routine practices of convergence newsrooms' operations while visiting the *Las Vegas Sun*, KNBC-4, and Bloomberg News' offices. During these visits, the UHY team filmed a video that will be used as training material during a program on multimedia journalism for Russian students and editorial personnel at independent media outlets in and around Yekaterinburg.

The UHY partnership leaders decided to include various case studies from Russia and the U.S. to introduce their students to such topics as stimulating audience feedback, community involvement and reporting for the Web. The case studies were used in a new seminar for journalism students at UHY. The week-long seminar, "How a convergence newsroom works," was held in July at the university. The course was followed by practical training with Yekaterinburg media outlets. The seminar focused on the practical steps needed to make a newsroom convergent, new ways of interacting with the audience, including basics of participatory journalism and social networking, multimedia synthesis and multimedia product development. About 15 professional journalists from Yekaterinburg and Sverdlovsk media organizations participated in this seminar.

UHY also used the footage as part of a two-day workshop in June for journalists and managers from regional TV and radio outlets in Sverdlovsk region and Chelyabinsk.

In September 2009, UHY hosted two U.S. experts for seminars, lectures and a round-table discussion on convergence journalism. Michael Parks, dean of USC's school of journalism, and Vikki Porter, director of the Knight Digital Media Center at U.C. Berkeley taught a three-day seminar for journalists, a two-day seminar for professors from the Urals and Siberia, and participated in a round-table discussion. In addition, they gave several lectures at UHY.

The U.S. experts' seminar entitled, "Successful new media practices," brought together professors from a number of regional centers in the Urals and Siberia to discuss best international practices and techniques in online journalism, the new skills journalists need to be competitive, the new role the audience plays in creating content and how social media is shaping journalism as a profession.

At the round table discussion “Media industry at a turning point: Crisis or revolution?,” Parks and Porter met with the heads of media outlets from Yekaterinburg and Chelyabinsk. Discussion topics included new media business models, the challenge of transitioning to multi-platform media with multiple channels for income generation, partnering with the audience and competitors, new ways of thinking about information delivery and measuring success, and techniques for changing management patterns.

In November 2009, Dr. Svetlana Balmaeva from UHY discussed the new bachelor’s program on convergence journalism, developed through IMPP partnerships, with professors of Moscow State University’s Department of Journalism which was planned to be certified by the Ministry of Education. UHY also shared their new curriculum with their partners at the University of Southern California (USC) Annenberg School for Communications.

On December 17, UHY conducted the roundtable “How a Convergence Newsroom Works.” More than 15 university teachers and regional media managers from Yekaterinburg and Chelyabinsk attended. Senior managers from top Yekaterinburg media outlets and UHY project team members discussed their experience in the partnership project funded by IMPP and drafted ways to continue this work after the end of the project. All speakers mentioned the effectiveness of the partnership between UHY and Annenberg School of Communications. According to program director Balmaeva, participation in UHY US study tour and the seminars that followed changed the work of the *Delovoy Kvartal* magazine and the *Echo of Moscow* regional office, bringing convergence and interactivity.

According to the participants, regional media managers started to pay more attention to building new partnerships, both inside and outside the region. The UHY partnership team members said that they feel more confident with new media since they can now apply the experience learned from their American colleagues.

In March 2010, UHY published a digest of interviews from the IMPP “Convergent Newsroom” project that the University Department of Journalism and Communications completed in February 2010. The textbook was specifically designed for students of the Bachelor program in Convergence Journalism, which the UHY launched in 2010. It contained 14 interviews with international and Russian media experts conducted during UHY’s study tour and UHY seminars held in Yekaterinburg and Chelyabinsk. The list of Russian and international experts speaking on multimedia and their future included Manuel Castells, Vikki Porter and Michael Parks from the U.S., Maria Lukina from the Moscow State University Department of Journalism, and Oksana Silantieva from *Altapress* Publishing.

In June 2010, UHY received a small grant from IREX aimed at building a website for online consultations with students, professors and a wide range of media workers on new media and convergent journalism issues. Launched in August, the site ([www.newjourn.com](http://www.newjourn.com)) was a follow-up to UHY’s convergent newsroom educational project the university’s faculty developed as part of its IMPP partnership project. The site was designed as a consultative network connecting students with media experts. UHY’s representatives met the international experts on the site during UHY’s study tour to the U.S. The student audience is based on participants of the “How a convergent newsroom works” seminars held during UHY’s larger IMPP partnership project. The site will eventually result in a self-regulated community of media and communication workers.

As a result of their IMPP-supported partnership, UHY collaborated with the University of Southern California’s Annenberg School for Communication to develop an educational program

in Yekaterinburg by establishing an international partnership. The collaboration led to a bachelor's degree program in convergent media at UHY (which was approved by the Russian Ministry of Education in early 2010), in addition to the production of an educational movie and a textbook. It also led to the creation of a regional network of media professionals interested in convergence issues.

In March 2011, UHY sponsored a videoconference entitled, "How to Transfer to a Convergent Newsroom," which brought together IMPP partner organizations from Novosibirsk and Moscow to learn best practices for newsroom management in a digital environment. This conference was a continuation of the convergent newsroom education project developed by the University's faculty as part of its IMPP partnership.

Olesya Parkhomenko, a trainer from UHY's Department of TV and Radio Journalism, discussed the new multimedia skills journalism students must learn to become effective journalists. Elena Pratsuk, editor in chief of the news portal 1obl.ru shared her experience in turning a small media outlet into an online regional media organization. She gave advice on how to expand a media organization without hiring new staff. Ms. Pratsuk said that the most important lesson she learned during the transition was that modern journalists must be universal specialists. This requires a great deal of training and practical experience. Ms. Pratsuk admitted that at first it was quite a challenge, but in the long run she was able to save her company a considerable amount of money by providing better training for all staff.

### ***General seminars, events, and initiatives***

Throughout the project life of IMPP, IREX implemented additional initiatives geared toward strengthening partnership performance. These included:

*Grant-management seminars:* In April 2008, IMPP staff conducted a grant-management seminar for year one IMPP grantees. The seminar was aimed at training managers and financial staff of partner organizations on grant management, USAID rules and regulations and communication with IREX in Moscow.

In April 2009, IMPP hosted a second grant management seminar for 11 managers and accountants representing Year 2 grantees. IMPP staff trained the managers on USAID and IREX requirements and discussed overall IMPP goals and objectives. More detailed sessions focused on project documentation, accounting, reporting, monitoring and evaluation, success stories and intra-partnership communication including project Wiki.

*IMPP Wiki portal developed:* In year one of IMPP and to help develop networking links, communication and dialogue among IMPP partners, IREX developed and established a Wiki ([impp.irex.ru](http://impp.irex.ru)) portal. The site was designed to create a virtual community of IMPP grantees in Russia, the US and EU and serve as a clearinghouse of up-to-date information on program news, information of interest to the media community, and materials obtained by partners through their activities. In August 2008, the IREX team organized a presentation of the Wiki to Russian partners who were provided with instructions on how to use the site, and add or edit information. Though IREX expected all partners to contribute to the Wiki, IREX took primary responsibility to ensure the Wiki was frequently updated.

*Media donor coordination:* IREX, in collaboration with the Donor Forum, organized the first media donor coordination conference in December 2008 in an initial attempt to identify and unite

the local donor community in Russia on various media development initiatives. The conference attracted about 25 participants from both Russian and international donor organizations, including the European Commission, UNESCO, Dutch Embassy, Eurasia Foundation, and other organizations.

The conference's topic was assistance to Russian media associations. Representatives from three major associations gave presentations on the state of Russian journalism and the role those associations play in the development of free and independent media. Most of the discussion that followed the presentations was focused on the current financial crisis and how the donor community can weather the storm by working together to tackle the effect of the global financial downturn on media in Russia.

Since it was the first meeting of its kind, representatives from the donor community also discussed administrative issues related to future meetings, topics for future discussions and the role of IMPP as a facilitator. Based on the responses to a questionnaire IREX distributed after the conference, participants said they were very impressed with the dialogue at the meeting and expressed interest in participating in future conferences.

In April 2010, IMPP worked with the Embassy of Finland to organize a study tour to Finland for environmental reporters. The study tour idea grew out of a seminar IMPP hosted in conjunction with the Embassy of Finland and National Geographic on environmental reporting. IMPP received 23 applications in April and together with the Embassy selected four participants from Moscow and St. Petersburg who traveled to Finland from May 3-7. All costs associated with the tour were paid for by the Embassy of Finland. While in Helsinki, the Russian journalists met Finnish environmental activists, legislators, journalists and environmental industry leaders, and toured the Finnish parliament. They also learned about Finland's environmental protection institutions. Upon arrival, each journalist reported on their experiences in their home newspapers.

*IMPP mid-term conference:* In March 2009, IMPP held its mid-term conference bringing together all Year 1 and new Year 2 grantees, and some international partners. Four media experts from the U.S., Britain, and Bulgaria participated in the event presenting their views of international media cooperation and global media development as it relates to IMPP grantees and alumni. The goal of the conference was two-fold: to address developments in the Russian and international media sector, and to provide opportunities for networking, discuss lessons learned, best practices, and steps to move the sector forward.

The conference included presentations from both the Year 1 grantees and their international partners. The last session was solely designed to provide Year 2 grantees with the opportunity to ask both Russian and international IMPP partners questions about the program and strategies for building partnerships.

IMPP staff also encouraged all Russian partners to organize training sessions for their colleagues in the Russian regions and disseminate specific knowledge related to their respective industries (associations, media outlets focused on socially valuable journalism, journalism schools) gained through participation in the mid-term conference.

*Fundraising during a crisis workshop:* A three-day workshop in July 2009 provided participants with practical advice on how to approach fundraising for their nongovernmental organizations during the global financial crisis. Representatives from IMPP partnerships, journalists, media

managers, and representatives from other media NGOs attended the sessions, which were led by Ken Phillips, a U.S. expert with more than 40 years of experience in NGO fundraising and management. The workshop's goal was to teach Russian media NGO leaders the fundamental principles of fundraising, organizational development, and strategic and operational planning.

The workshop was particularly useful for NGOs working in an uncertain environment where nonprofit organizations find themselves grappling with the downturn in the economy and struggling to generate funding. Because international donors have decreased funding, many Russian NGOs are now concentrating on diversifying their sources of income. The participants discussed their own best practices in fundraising and shared ideas for future initiatives. Upon completion of the seminar, IMPP staff posted a video of the conference on YouTube and produced a DVD with a complete recording of the seminar. The DVD will serve as training material and will be distributed among all project grantees and partners.

Donor coordination meetings: Throughout the life of IMPP, IREX actively worked with other donors and implementers focused on Russia's media sector.

In 2009, a number of international organizations, including bi-lateral donors, decided to increase their budget allocations for supporting media freedom in Russia. In December, IMPP's COP conducted a number of meetings with representatives of the Finnish Ministry of Communications and the Ambassador of Finland, the Swedish International Development Cooperation Agency (SIDA), the Open Society Institute-supported Frontline Russia, National Democratic Institute/Russia, and other organizations to discuss possible cooperation in the future. It was decided that those organizations will participate in the IMPP-organized Forum of Media Donors and will also discuss the possibility of conducting joint events.

IMPP COP Michael Mirny traveled to Saratov to participate in a conference on Internet and media organized by the Canadian Embassy. During the conference, Mirny discussed the possibility of organizing joint programs with Canadian journalists in Russia.

As a result of those discussions, IMPP began organizing a seminar on gender in partnership with the SIDA and a press-tour of journalists to Finland on environmental journalism, funded by the Embassy of Finland.

In October 2009, IREX, together with the Donors Forum, a network of donors working in Russia, held a meeting for donors interested in media sector development. Representatives of Russian and international donors (including USAID and the MacArthur Foundation), corporate social responsibility departments of Russian corporations (including Uralsib Bank), and NGOs came together to discuss issues related to the Russian media sector. As a result of the discussion, participants identified areas that require more local (Russian) donor support, such as supporting government transparency and NGO programs, cooperation with the Russian authorities, and issues of journalists' personal security.

In March 2010, IREX together with the Donors Forum held the third meeting of donors interested in supporting media and media education. In addition to representatives of key international and Russian donors (such as USAID, UNESCO, Mott Foundation, Prokhorov Foundation) and corporate social responsibility departments (including Severstal Companies) that regularly appear at IMPP/Donors Forum meetings, this meeting also included the Swedish International Development Cooperation Agency, the Embassy of Finland, and the U.S. Russia Center for Entrepreneurship.

During the meeting, IREX staff gave an overview of IMPP's current activities with emphasis on future training events that can be co-sponsored, its partners' activities, and discussed ways new potential donors can be involved in the field. The Russian Union of Journalists presented their project in partnership with the Harriman Institute at Columbia University. The new U.S.–Russian portal will be designed to be a resource for journalists, political analysts, NGO activists, and policy students from Russia and the U.S. to research and discuss media development issues and Russia-U.S. relations.

The meeting participants agreed to create a listserv to exchange news as the first practical step towards establishing regular contact between interested parties and bridging the information gap. The emailed overviews of ongoing activities in the area of media education support will help the Donors Forum meeting participants find their role in further activities.

*IMPP Conference in Barnaul:* In the first week of December 2009, IREX/IMPP in partnership with the Press Development Institute (PDI) – Siberia conducted the training “Twenty Years After: From Free Speech to New Media.” The event was held in Barnaul at the Altapress Publishing Company headquarters.

Fifty journalists, media managers, professors, and professional union members exchanged ideas on the current state of media operations and ownership in Russia and trends for the future. The training session was facilitated by Steve Buttry, a PDI-Siberia partner from the USA.

Buttry, who works at Gazette Communications media company, presented the concept of Complete Community Connection (C3). C3 allows the online editions of regional newspapers to become a communication tool for the local community and a local information database. It blends the concepts of local media and a community news hub.

Other trainers included professors from the Higher School of Economics in Moscow, directors of local publishing houses, representatives of the Russian Union of Journalists, FNR, schools of journalism, the Laboratory of Social Advertising, and other IMPP grantees.

*Joint IMPP-partner activities:* In June 2010, IREX together with the Russian Union of Journalists (RUJ) cooperated with press and mass communication ministers (from Alta Krai, Kirov and Novosibirsk) and Altapress publishing house and the Press Development Institute – Siberia (PDI) to hold a series of educational seminars for journalists in Kirov and Barnaul. The seminars followed an RUJ-organized trip for a group of press ministers who visited Washington, D.C. in April 2010. As part of the partnership program designed by IMPP upon returning to Russia, the ministers began conducting their own educational events for their staff and for journalists who work in those regions. IMPP invited Buck Ryan to speak at one of the seminars in Kirov. In addition, one of RUJ's secretaries offered his perspective on government-media relations, as well as on the future of media in Russia, freedom of speech, and how regional media can improve.

In July 2010, IMPP worked again with RUJ to host a two-day seminar focused on launching a media ombudsman's office for the Saratov region. The efforts stem from RUJ's study tour to Swedish media, where they learned about the function of an ombudsman's office and returned inspired to launch one of their own in Saratov. However, a lack of financing or government support stymied their plans. In an effort to attract attention to the need for such an office, IMPP and RUJ hosted a two-day seminar based on RUJ's partnership results.

During the seminar's opening sessions, the Saratov RUJ branch head and the regional human rights ombudsman both spoke about the importance of introducing a media ombudsman position. They said such a post is important in an area where journalists face numerous challenges like frequent misunderstandings between journalists and regional officials, inadequate reaction of people and businesses to media criticism, lack of knowledge about media legislation, and poorly developed ethical practices among the regional media community. They also emphasized that most media outlets in the region are not independent and are often financed by the government or dependant on government grants. Several media workers at the seminar said the ombudsman may be useful as an intermediary between journalists – both mainstream and opposition – and regional officials or companies.

The purpose of the seminar was to attract wider attention before the Saratov branch of RUJ starts fundraising for the office of ombudsman.

*Seminar on Media Business Management:* In June 2010, IMPP hosted a seminar on media business management with the Finance Academy International School of Business. Topics included various aspects of media business management and business-focused media. Media managers, regional journalists working in business media outlets covering finance and economics topics, IMPP partners' representatives, media association members and NGO representatives attended the two-day seminar.

Among the speakers were: Matthew Winkler, the editor-in-chief of Bloomberg News, who spoke about how his company targets its audience; Elizabeta Osetinskaya, editor-in-chief of *Vedomosti*; and Arkady Mayofis, the director of the TV-2 Broadcasting Company from Tomsk who spoke about how TV-2 worked with Kent State University, its IMPP partner, to development a media management training program.

The seminar attracted significant attention among Russian media managers and journalists. IMPP is considering hosting a similar training activity in Russia during the extension period to help program partners learn best practices of managing media outlets in the times when the rules of the game are changing and most professionals in Russia and in other countries are experiencing more intense competition from other news outlets, shrinking audiences, and decline in advertising markets. However, the new environment also presents media with opportunities that can help them not only survive but also gain additional attention if understood and applied through new technologies.

*Media Partnership Training DVD:* In September 2010, IMPP produced a multimedia DVD entitled "Starting, Maintaining and Development International Partnerships in the Media Sector." The disc contained 20 interviews with the leaders of IMPP grant recipient organizations, in addition to IMPP coordinators and project partners. It also contained educational materials from selected program events and an academic paper on international media partnerships written by IMPP U.S. partner Max Grubb, a professor at Kent State University.

*IMPP Final Partnership Conference:* On April 7, 2011, IMPP partners gathered in Moscow at the Golden Ring hotel to celebrate their successes and share experiences during the program's final conference.

The participants represented both Moscow and regions where IMPP conducted its activities - Yekaterinburg, Saratov, Novosibirsk, Nizhny Novgorod and Tomsk. The dean of the School of

Journalists from the University for the Humanities of Yekaterinburg, one of the directors of TV-2 television station from Tomsk, and director of Press Development Institute-Siberia made presentations on their partnership projects. Moscow-based partners included the Laboratory for Social Advertising, Faculty of Journalism of Moscow State University, Corporation of Radio, the Collegium of Russian Media Lawyers and others. The participants noted that thanks to the IMPP program they were able to improve the work of their organizations helping to strengthen independent media in Russia.

During the presentations, the speakers shared what they were able to implement thanks to their partnership activities including educational events, study tours and work with international partners. For example, the Yekaterinburg University for the Humanities designed a program on convergent journalism that was later approved by the Ministry of Education as the first of its kind in Russia, Press Development Institute-Siberia launched a web portal for citizens and journalists to raise awareness of human rights issues, Moscow University set up a program with a large number of universities in EU and US to allow its journalism students participate in media-related exchange programs thus learning the values of freedom of speech and objective journalism firsthand and Media Lawyers Collegium thanks to its partnership with The New York Times Company created a network of media lawyers in Russia. In total program worked with 12 Russian grantees and about 50 international partners. All of the partners were successfully able to contribute developing freedom of speech and independent media in Russia.

## V. IMPP PERFORMANCE INDICATORS

<b>Intermediate Result 1: Strengthen media industry self-regulation through support of existing and emerging industry associations</b>	
<b>Result 1</b>	Russian partner associations start to develop training activities for their members
<b>Indicator</b>	Number of training activities in development by partner associations
<b>Year 1 Actual</b>	2
<b>Year 2 Actual</b>	15
<b>Year 3 and extension Actual</b>	10
<b>Program Target</b>	6
<b>Program Actual</b>	27
<b>Result 2</b>	Increase in membership of partner Russian associations
<b>Indicator</b>	Number of eligible members
<b>Year 1 Actual</b>	5 percent
<b>Year 2 Actual</b>	20.5 percent
<b>Year 3 and extension Actual</b>	20 percent
<b>Program Target</b>	30 percent
<b>Program Actual</b>	45.5 percent
<b>Result 3</b>	Russian partner associations actively provide member services

<b>Indicator</b>	Number of additional member services in development as a direct result of partnership
<b>Year 1 Actual</b>	2
<b>Year 2 Actual</b>	11
<b>Year 3 and extension Actual</b>	2
<b>Program Target</b>	10
<b>Program Actual</b>	15
<b>Intermediate Result 2: Enhance independent media outlets' capacities to produce socially valuable content, public service formats, and socially responsible journalism</b>	
<b>Result 1</b>	Increase in a number of educational programs for journalists on socially valuable content provided by IMPP partners
<b>Indicator</b>	Number of journalists who get trained on how to cover socially valuable content.
<b>Year 1 Actual</b>	50
<b>Year 2 Actual</b>	34
<b>Year 3 and extension Actual</b>	16
<b>Program Target</b>	140
<b>Program Actual</b>	140
<b>Result 2</b>	Increase in public service announcement or ad campaigns at Russian media through working with IMPP partners.
<b>Indicator</b>	Number of media trained through partners' programs on developing PSAs.
<b>Year 1 Actual</b>	1
<b>Year 2 Actual</b>	8
<b>Year 3 and extension Actual</b>	7
<b>Program Target</b>	7
<b>Program Actual</b>	16
<b>Result 3</b>	Increase in socially responsible journalism trainings provided by partner organizations
<b>Indicator</b>	Number of trainings
<b>Year 1 Actual</b>	2
<b>Year 2 Actual</b>	10
<b>Year 3 and extension Actual</b>	8
<b>Program</b>	20

<b>Target</b>	
<b>Program Actual</b>	20
<b>Intermediate Result 3: Improve basic professional education for media professionals through international professional exchanges and curriculum development for schools of journalism across Russia</b>	
<b>Result 1</b>	Russian partner journalism schools provide improved instruction on media-related topics.
<b>Indicator</b>	Number of partner journalism faculties which redesign or refine their media-related course curriculum (for example, media law, media management, journalism skills)
<b>Year 1 Actual</b>	2
<b>Year 2 Actual</b>	1
<b>Year 3 and extension Actual</b>	2
<b>Program Target</b>	3
<b>Program Actual</b>	5
<b>Result 2</b>	Russian partner journalism schools have international-standard instructional materials to educate journalism students
<b>Indicator</b>	Number of improved quality Russian-language journalism and other materials introduced
<b>Year 1 Actual</b>	1
<b>Year 2 Actual</b>	5
<b>Year 3 and extension Actual</b>	3
<b>Program Target</b>	5
<b>Program Actual</b>	8
<b>Overall Result</b>	
Number of Media Civil Society Organizations and/or Support Institutions Assisted by USG.	
<b>Target</b>	12
<b>Actual</b>	12