



Coalitions for change

Collective action for stronger media ecosystems

What we mean by coalitions

"A <u>temporary</u> alliance of different actors with <u>a variety of interests</u> and affiliations looking to achieve <u>common goals</u> through <u>collective action and advocacy</u>".





Coalitions: What we are trying to find out

Seeing that "Multi-stakeholder coalitions are emerging as a promising way to build strategies for survival" for public interest media (Benequista N, 2019:2):

Which factors are most effective in enabling locally driven coalitions for change to emerge and thrive through externally supported media development efforts?





The PRIMED programme

Looking to strengthen media resilience to political and economic pressures in a variety of contexts

- 3 countries Bangladesh, Ethiopia and Sierra Leone.
- 4 interlocking workstreams Business development, good journalism, collective advocacy and knowledge creation
- 6 implementing organisations (BBCMA, CI, FPU, GFMD, IMS and MDIF)
- 5 learning questions





Methodology

- 1. Examine previous coalition building initiatives
- 2. Apply this learning in the design of PRIMED's support to coalitions
- 3. Monitor and evaluate
- 4. Apply learning to media development policy and practice





What we have found out so far

- 1. Some coalitions have had significant impact. Many haven't.
- 2. Coalition building runs counter to most media development agencies' practice. But international actors still have an important role to play.
- 3. Coalition building "is not about forming an institution but a platform upon which the collective good is advanced." Tabani Moyo, former Chair of the Media Alliance Zimbabwe (MAZ).
- 4. Unity is strength but difficult to engineer.
- 5. Balancing inclusion with focus.
- 6. Coalition building is highly strategic.
- 7. No two coalitions are the same, and therefore any model needs to be highly flexible.
- 8. But we think we may have the makings of a model.





Generic theory of change

Inputs Activities Outputs Outcomes Impact

Assumptions

- The political, social and economic environment in the target country or region remains stable
- Coalition members share a common vision and agree on a joined up strategy
- The coalition is inclusive of diverse views and stakeholders
- Government stakeholders are sensitive to public opinion and responsive to pressure from civil society

Dieke

- Conflicting agendas
 within the coalition
 derail collective action
- Political deadlock or stasis have a negative impact on motivation levels within the coalition
- Coordination or oversight by international organisations undermine local ownership
- Formal structures rely on donor funding to survive; the coalition is unsustainable in the long term

Sustained donor funding

- Donor coordination and oversight
- Governance bodies and leadership
- Expertise, both local and international
- Administrative support
- Communication platforms

Strategic development

- Research and mapping
- Developing a common vision
 Defining roles &
- responsibilities
 of all parties
 Extending the
 scope of the
 coalition

Capacity-building

advocacy,

expertise

Research findings

- Strategy documents and resolutions
- Memoranda of understanding
- parties Committees and working groups e of the

FFEDBACK LOOP

- Upskilling coalition
 members in areas such as result of
- governance and training fund-raising New systems Providing access to external practices
- Trust-based relationships between key stakeholders are strengthened, creating the basis for constructive dialogue and problem-solving

Coalition
members share a
sense of
ownership for
strategy and
implementation

Technical assistance

 Drafting new legislation

experience and

- Pooling
 resources in
 areas such as
 advertising and
 co-production,
 content
 exchange
- Direct support mechanisms (e.g. helplines)

Advocacy

 Draft legislation and policy

exchanges and

- Agreements between organisations to collaborate
- Advice or resources given to stakeholders

regu fram

EDBACK LOUP

- Meetings, round-tables, and conferences
- Producing media programming
- Public engagement
- Petitions and
- calls to action
 Multimedia programming
- outputs
 Recommendations and action plans
- Declarations

An enabling environment that allows public interest journalism serving diverse identity groups to flourish

measurable changes to the normative, legislative and regulatory frameworks affecting the media sector are enacted

Positive

What we'd like to hear from you

All - What have we overlooked?

Practitioners – Does any of this make sense? How might this be of use to you?

Academics –Does this topic warrant further research and, if so, does our study give you something to go on?





Thank you



