
SOMALI FAMILY SERVICES
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Media & Peacebuilding Institute

2014 - 2018 Strategic Plan

Executive Summary

Previously, our media program, *Radio Sahan*, was housed within the larger organization of Somali Family Services (SFS) and worked side-by-side with other state building and peacebuilding projects. From this approach, our media work benefited from the expertise of SFS field staff and the association of good governance, education, and democratization initiatives. Recognizing the potential of SFS as a trusted source of quality media and a leader in capacity building, SFS seeks to expand its media work into a separate body to develop its expertise and leadership in this sector devoted to the ongoing peace process in Somalia.

Radio Sahan; Sahan meaning ‘pioneer’ in the Somali language.



The 2014-2019 Strategic Plan outlines the mission, vision, and values of the Media and Peacebuilding Institute (MPI) and how it will realize these stated goals over the next five years. The plan will serve as a benchmark for objectives, strategies, and key performance indicators, furthering our commitment to efficient usage of resources, and monitoring and evaluation. It acts as a catalyst to invest in robust media programming and a filter to focus and direct staff initiatives and development efforts.

Background Information

Free and balanced media is an essential element of a healthy society and government. Journalism within Somalia represents a swathe of some of the best and boldest practitioners in the field. Somalia is arguably the most dangerous place for journalists to work in the world. Fifty Journalists have been killed in their line of work since 1992. Five journalists have been killed thus far in 2013 alone¹. Journalists regularly face intimidation, threats, arbitrary arrest, and violence. Local and foreign journalists alike take significant risks and make the utmost sacrifice to report the news.

Despite such talent and passion, Somali media culture has been eroded by pervasive instability and institutional chasms. Somalia ranks 175 out of 179 for Freedom of Press Index². Media houses are regularly censored or intimidated into self-censorship to suppress stories critical of power structures. Between 2009 and 2010 over 90 journalists went into exile to escape threat for their work³. In March 2013, the Ministry of Information in Puntland banned three radio stations for airing material not approved by the ministry, and in July, Galkacyo TV reporter Liban Abdullahi was murdered for his work reporting the regional elections⁴. Absent from the country is a plurality of media houses essential for creating competition, innovation, and a range of perspectives.

Somalia has recently entered into a new season of political restoration. In order to advance holistic societal transformation, we must also work in step to also invest and reform Somali media culture.

¹ Committee to Protect Journalists

² Reporters Without Borders

³ BBC 56.

⁴ Committee to Protect Journalists



SFS is one of the leading organizational voices in Puntland calling for critical and ethical mass media. SFS work on projects related to public radio, information sharing on pressing topics for Somali communities, including democratization, social justice, youth empowerment, human rights, good governance, and the marginalization of women and girls.

Our Vision

We envision a variety of media outlets operating ethically, critically, and independently within Somalia empowering citizens to become informed and engaged participants in their communities.

Our Mission

To develop the free, independent media culture of Somalia by promoting informed and balanced media outlets throughout Somalia and providing a neutral platform for capacity building and collaboration among journalists in order to advance journalistic excellence to the benefit of a more peaceful, democratic nation.

Our Values

Community: Rooted in a commitment to empower Somali civil society, local and diaspora, through knowledge and discourse and to build a more cohesive, professional Somali media sector. The MPI operates not unto itself but to partner and enrich Somalia as a whole.

Balanced: Pursuing critical voices, opinions and data, and operating free from corruption or external influence.

Excellence: Raise the bar of professionalism and quality of journalism within our own media products and within the Somali media community at large to meet that of its peers in the world.

Independence: Advocating for freedom of speech and expression, and practicing sustainable media business methods.

Strengths-Based: Celebrating and building on the achievements made and talent present within the Somali media community, and promoting a positive national identity.

Objectives

The objectives of the Media and Peacebuilding Institute advance, not only the mission and vision of SFS, but the larger media community within Somalia. Our priority is to produce high-quality media outlets and its practitioners, and to promote collective advancement at the practical and structural levels throughout Somalia. Though SFS is based in Garowe and its programming has been limited to the Puntland region, the MPI will work in all regions of Somalia. We believe the peaceful future of Somalia depends on the cooperation and unity of each region in every sector. The media provides a critical voice in state and peacebuilding efforts and can greatly influence the state of progress. We want to encourage unity and democratization through a unified and independent media sector all across the nation. Additionally, in order to achieve the freedom of speech and expression endowed to media, Somalia media houses must work together to support, advocate, and protect one another against corruption and intimidation. We will help broker collaboration through our work and relationships in each region.



The objectives of the Media and Peacebuilding Institute are rooted in guiding principles of statebuilding and peacebuilding. Recognizing the sensitive nature of media work in Somalia, the MPI invokes the principle of Do No Harm throughout its approaches and activities, considering points of tension and fragility within Somali society, and is committed to act as a body that mitigates rather than inflames conflict. Somali society cannot achieve unity or peace without embracing those historically marginalized within its frame. This includes women and girls, nomads, IDPS, and disenfranchised youth, particularly young men. The MPI will prioritize gender mainstreaming within its internal structures and external outputs within society, considering the implications for boys, girls, men, and women. By deliberating to exemplify the gender equity and opportunity within its own staff, it hopes to help realize the same in the larger society. In order to help foster a united Somalia and positive national identity, the MPI will work throughout the different regions of the country, building first from SFS's trusted presence in Garowe and Puntland and then extending throughout South Central Somalia, specifically Mogadishu and Jubaland.

The MPI is committed to peacebuilding and recognizes that a vibrant, healthy media sector is essential for a peaceful and democratic Somalia. We believe that peacebuilding must be achieved at every level of society and cannot be compartmentalized into separate activities- every sector must contribute towards the process. Thus, embedded in each objective is a peacebuilding and conflict-sensitive lens. Through its own media product and support of other media houses and startups, the MPI will address issues that historically or currently lead to conflict and work for a more inclusive society by incorporating the voices and issues of marginalized people groups. It will empower Somali civil society with information and news required for fostering an informed and engaged citizenry. The MPI will prioritize peace and conflict issues within its monitoring and research initiatives. As a convener of trainings, forums, and media associations, it will bridge the Somali regions together and to construct a more positive, unified national identity, and to further help develop a more professional, capable media community better equipped to inform society and keep accountable the government.

In keeping with SFS's collaborative spirit, essential for developing this community and culture, the aims of this institute work to realize and compliment the directions established by regional organizations and commitments, specifically the pillars of the Somalia Media Support Group (SMSG). The SMSG strategy papers were created in 2013 to "increase the relevance and effectiveness of media development partners' cooperation in Somalia in harmony with the various partners' mandates and areas of expertise⁵." The SMSG promotes three strategic pillars: A system of regulation conducive to freedom of expression, professional capacity building, and capacity building for audience responsive media. The Media and Peacebuilding Institute will focus to fulfill the former two pillars in its strategic direction. Our key objectives include:

The production of sustainable, fair, and informative media: This objective will involve the creation of a sustainable business framework for SFS media and the expansion of its media production beyond radio broadcasting to establish community television, a community newspaper, and online news website throughout Somalia in addition to creating startup opportunities for future media practitioners within the Institute's structure.

⁵ SMSG 3



Capacity building for practitioners: This objective will involve training and consultation by regional, national, and international media development experts for Somali media houses focusing on ethics, techniques, best practices, and technology. We will begin capacity building efforts with MPI staff and move to media houses in Garowe, South Central, and Puntland.

Research and monitoring: This objective will work to advance Somali media at the structural and policy levels assessing the impact of media reporting on conflict and peacebuilding efforts in the country and supporting the implementation and accountability of media policies and codes of conduct. This objective will gauge how the larger population perceives media and how media contributes or detracts from state and peacebuilding.

Serving as a neutral platform for Somali media community: This objective will involve Somali media houses, trainers, universities, and government bodies coming together with the MPI as convener and safe space for dialogue, commemoration, and capacity building to build the media community as a whole. Additionally, the MPI will establish a safe house providing protection for journalists at risk or under threat.

Strategic Partners

The MPI prioritizes collaboration with other organizations and institutions. We understand that only through partnership and shared responsibility can the Somali media community see lasting change. The MPI will work at the grassroots, local, NGOs, government, and institutional levels. We will prioritize working with existing media associations and media houses to build upon current relationship structures and strengths. Because of the breadth of experience and current programming in media development, the MPI will prioritize working with the following organizations and institutions:

Diakonia, IREX, BBC Media in Action, Somalia Media Support Group, BBC World Service Trust, CARE, UN Democracy Fund, Press Now, National Endowment for Democracy, Relief International, and Mogadishu Media House.

Objective I. Produce sustainable, fair, and informative media

Situation Analysis

Currently, Somalia hosts 62 media houses across the three regions. A historically oral culture marked with pervasive illiteracy rates, radio still dominates the media sector with 35 stations broadcasting throughout the country. Puntland is second in the country for radio broadcasting with 13 stations in operation. Newspaper publication has declined 61 percent since 2006 and the majority of remaining newspapers are housed largely in Somaliland⁶. Media production is volatile and subject to the interest of government and non-governmental armed groups. Newspapers and radio stations are routinely closed for reporting unfavorable stories and their producers detained and threatened. Somalia's unstable economy and the lack of disposable income amongst audiences creates challenges for sustainable independent media and creates a vacuum to be filled by bribes and single-issue organizational support. Media houses, like most other sectors of public society, continue to be male-dominated especially in production and reporting. However, universities have seen an increase in the enrollment of women in journalism courses.

⁶ BBC 32



Implementation Strategy

With a media product focus, the MPI will begin implementation of this objective by expanding its own internal capacity to produce, maintain, and support new media initiatives. Currently, the media staff of SFS focuses exclusively on radio programming. Our staff is excellent but we recognize it is both young and new to the field requiring ongoing capacity building. We will need to recruit and train staff on new media outlets and ensure they are working to and exceeding national journalism standards. Working in time with a consolidation period of Radio Sahan, the MPI will draft and enact structures to raise revenue, expand staffing, and support external media initiatives. The MPI will create new products which support a positive and unified national identity and address key issues challenging Somali society, first within Radio Sahan, online, TV, and then moving to a print product. These initiatives will focus predominantly within Garowe and Puntland and will prioritize youth-driven media produced by both young men and women that supports peacebuilding and democratization.

The MPI appreciates that many talented journalists that have the potential to produce high quality programs do not have the resources to establish independent media outlets. MPI plans to provide a select number of these journalists the work space and air time to produce their own radio programs through Radio Sahan. Additionally, we will consult with those starting new media houses and outlets to provide technical and business support.

Activities

1. Create a business model for Radio Sahan to include advertising and revenue policies, staff recruitment and retention strategy, and a long-term financing plan(s)
2. Develop Somali cultural broadcast programming to highlight positive and unique elements of Somalia including history, language, music, and values
3. Create a daily, weekly, and monthly printed newspaper in Puntland and Somalia by utilizing our various media outlets and media partner organizations
4. Promote state and peacebuilding messages and discussions throughout Somalia
5. Provide airtime space for up and coming broadcast journalist startup programs, in addition to physical workspace for startup programs
6. Support external media startups and their publications including radio stations

Expected Outputs

1. Business plan created and in place to guide MPI's media products including radio and print media to achieve sustainable practice
2. Weekly broadcast programming on Somali culture
3. Diffuse radio, TV, online, and print MPI media sources throughout Puntland, Jubaland, and Mogadishu and establish exemplary media production standards
4. Media houses to regularly broadcast and publish pieces dedicated to issues of state and peacebuilding
5. New media houses established and media products created and promoted

Outcomes

1. Internal structures enacted to support MPI media production and sustainable support of other media initiatives
2. Increased media products within Puntland, Jubaland, and Mogadishu
3. New print publication, TV, and strong online news with social media in Puntland, Jubaland, and Mogadishu to be fully functional

4. Increased public discourse and dialogue on issues challenging and promulgating state and peacebuilding
5. Enhanced positive national identity, and increased discourse and activates surrounding Somali culture

Impacts

1. Sustainable media production within MPI and a framework to guide other media houses in longer term production
2. More informed Somali citizens empowered to support statebuilding and democratization processes
3. More qualified journalists and formalized standards for excellence within media
4. More competitive, independent, and balanced media community
5. Increased public support for peacebuilding efforts at every level of Somali society and civil society more apt to turn to dialogue than violence at times of conflict
6. Expanded Somali narrative, both internationally and locally, that is more positive and nuanced

SFS Track Record

SFS's involvement in the media sector is fairly nascent relative to its other programs. In May 2013, SFS launched *Radio Sahan*, a community radio station that focuses on critical issues for Somali society and positive developments within Garowe and Puntland. Within its short lifespan, Radio Sahan has already gained a reputation for its professionalism and quality programming. SFS utilized its strong standing in the community and its media outlet to promote the election process in Puntland in July 2013. Additionally, SFS has sought media expertise through media development trainings and consultations and supported media policy development. The MPI will leverage the momentum of *Radio Sahan* and SFS' standing in the community to develop additional media outlets, internally and externally, and their audiences. In 2009, SFS helped facilitate the *Professional and Business Development Media Training Series* with IREX. SFS also has substantive connections to American media groups through its office in Minnesota.



Figure 1. Civic Education on the Voting Process (Puntland, July 2013)



Risk Assessment: Work in the Somali media sector comes with many inherent risks. Increased prominence within the media community raises those risks. MPI journalists could be targeted for their coverage of current issues especially the democratization process or human rights issues which are particularly sensitive in Somalia's volatile sociopolitical landscape. Reporting critical news stories could incite tension with government or non-state actors provoking censorship, arrest, or personal threat. Critics could also attempt to undermine MPI's credibility by alleging our products favor particular political parties or clans. We hope the balanced and community based nature of MPI's media will curtail potential threats or false accusations. We will mitigate these risks by framing our broadcasts and publications as a balanced platform for wider state and peacebuilding efforts. Financially, the MPI operates in an impoverished environment where average person survives on less than \$2 a day. Civil society members possess nominal disposable income and political instability discourages consumerism and consumer confidence. Thus the MPI will take significant financial risks in starting new media products. However, it plans to overcome these challenges by enacting a realistic, long-term, and sustainable business model for each of its new products.

Objective II. Capacity building for practitioners

Situation Analysis

The potential of the Somali media sector is consistently eroded by pervasive lack of formal media training and capacity building opportunities for practitioners. The majority of journalists and media producers working in Somalia have less than 5 years' experience. Low wages and high personal risk act as deterrents for potential journalists and force active journalists out of the field to pursue more secure, gainful employment. Many active practitioners enter the field without any formal training. As of 2011, only four institutions offered university-level media training though. Media development initiatives by INGOs often act as supplemental professional media training. However these programs tend to be short-term and are subject to fluctuations in funding. Thus the industry suffers from a lack of professionalism, expertise, and mentoring. The Somali and international media community alike express particular concern over the absence of training on and understanding of the ethics of journalism within the young cadre of practitioners which creates opportunity for *sharuur*, bribery for journalists, or biased reporting.

Implementation Strategy

The operational undercurrents of this objective are sustainability and professionalism. We will begin by increasing MPI staff capacity and professionalism and creating training materials to increase institutional memory. These resources, human and material, will then be utilized to serve the broader media community. To combat the uneven nature of current capacity building efforts, we will invest in building a network of national, regional, and international media training experts. This objective will focus on training specific to the sociopolitical atmosphere of Somalia emphasizing the protection of practitioners-physically and legally- and peacebuilding principles. We will assist media houses in creating frameworks for long-term media business development and lean media business plans to help assure a profitable sustainable media community.

The MPI strives not just for competition or presence in the media community, but leadership over the long-term. As a local organization, the MPI understands the complex and challenging media environment in which it is working. We know that we can only achieve a position of leadership after we have capacitated our staff to the highest degree possible. Thus we will focus on building internal



capacity first and then progress to external media houses and associations to build the capacity of others.

Activities

1. Train MPI TV, online news, radio, and print staff on regional and international media production standards
2. Cultivate in-house trainer(s) and export trainings to media houses in Puntland, Mogadishu, and Jubaland
3. Create radio production guidebook and presentation to be shared with startups and existing radio stations
4. Conduct regular ethics, Do No Harm, conflict-sensitivity, and media policy trainings
5. Recruit international media consultant to train on combat journalism and risk reduction
6. Conduct a study of journalism courses available at Somali universities
7. Train on sustainable business plans

Expected Outputs

1. Expanded MPI TV, online news, radio, and print staff capacity to international standards
2. Developed a cadre of qualified trainers within MPI
3. Radio production guidebook produced and diffused to national partners
4. Media houses trained and their capacity increased
5. Assessment of content, quality, strengths, and gaps within formal journalism training at the university level
6. Sustainable business models enacted throughout Somali media houses

Outcomes

1. Cultivated a cadre of trainers within MPI and a network of trainers available to the Somali media community
2. Streamlined training materials and content available for new journalists and startups
3. Ethics of journalism understood and practiced throughout Somali media houses and every practitioner
4. Media practitioners better equipped to navigate the sociopolitical and conflict environment of Somalia ethically and safely
5. Recommendations sent to university journalism programs and the international media community on how to support these programs
6. Media houses are more resilient and better able to resist bribery, corruption, and economic fluctuations

Impacts

1. Professionalization of the Somalia media community standards and practitioners
2. Increased freedom of expression within Somali media houses
3. The reduction of bribes and deaths of Somali journalists
4. Balanced media products that cultivate unity and awareness rather than division or violence
5. Formal media training at the university level strengthened

SFS Track Record

SFS has not directly conducted external training to other media houses and because of this creating the framework and content for training materials will be time intensive. However, the MPI benefits from the experience of *Radio Sahan* management and their internal staff trainings. Recently, *SFS Radio Sahan* staff worked with Diakonia's media development consultant supporting and undergoing journalism training. The MPI will also draw from SFS's vast experience in the training of trainers in its good governance and education programs. SFS has established, sustained, and managed the Puntland Library and Resource Centre since 2007 illustrating its ability to create sustainable business frameworks which it can apply to crafting sustainable blueprint for media outlets. Finally, one of our strongest assets is the large international and regional networks that will help us access qualified international experts for specific training topics.



Figure 2: A Training Session at the Puntland Library and Resource Centre

Risk Assessment

While it is unlikely that training efforts would be met with hostility from government or NSA's, the implantation of ethical standards of journalism could provoke conflict between formally supported or bribed practitioners and their benefactors. We will work closely with our governmental, institutional and international partners to ensure a conducive environment. Recently, there has been a surge of media development initiatives across Somalia with capacity building at the crux. Our efforts will benefit from this momentum and the positive media attention these efforts have received regionally and internationally.

Objective III. Research and Monitoring

Situation Analysis

Institutions data analysis suffered with the fall of the government across all sectors including the media sector. Internally, Somali national and regional constitutions support freedom of speech, however there exists no mediating body to regulate accountability and violation claims. There exists no single body dedicated to monitoring media and conflict over an extended period of time. Several international organizations monitor human rights abuses towards journalists, including *Journalists Without Borders*, however these track larger occurrences within Somalia. Research and monitoring groups are often housed externally, often from Nairobi, and data collection is completed through brief field visits. Lacking is on-the-ground reporting that captures the nuance of the local contexts and perspective of time.

Implementation Strategy

MPI's research and monitoring efforts will focus on improving the effectiveness and impact of media in Somali society and will work at the grassroots, NGO, and institutional levels. The MPI will research post-conflict media development methods to transform outside-in methods to inspire a more systematic, Somali-driven model. Research will also focus on audience perceptions of media and improving the effectiveness of empowering media houses to produce more audience-driven products. The MPI will use a lens of media impact to focus its monitoring activities as it relates to peace, conflict, and human rights and will pay close attention to the impact of media on women and girls and marginalized communities. For its monitoring activities, the MPI will work in close collaboration with media associations, media houses, NGOs, and government ministries to collect and analyze data. Monitoring and research will primarily target Somali-based media though will incorporate relevant international news sources, particularly from those in the diaspora and exiled communities.

Activities

1. Identify 10 most post-conflict countries most relevant to Somalia and research their respective media policy and best practices of media development at the government and NGO levels through desk research, data analysis, and interviews
2. Conduct regular polling and research of audience perception of media quality and impact of key reports
3. Map and monitor existing and new media outlets in Puntland and South Central
4. Erect communication and data collection structures for monitoring the impact of media on conflict, peace, and human rights abuses beginning with print and radio products, and begin collecting and analyzing data
5. Monitor government support and censorship of media utilizing the aforementioned monitoring communication channels

Expected Outputs

1. Analysis paper of best policy and practices in post-conflict media development with recommendations for Somalia
2. Produce regular analysis reports on audience perceptions and disseminate to media community
3. Live map of Somali media houses and their existing products and comprehensive directory of media houses created
4. Regular data collection and evaluation of media's impact on peace and conflict in Somalia



5. Human rights abuses incurred by journalists and media houses actively recorded, tracked, and investigated

Outcomes

1. Recommendations presented to relevant government institutions and NGOs and comprehensive advocacy campaign organized across media houses and associations to ensure the implementation of these points
2. Media houses and associations better aware of audience needs and the effectiveness of their products
3. Gaps and possible synergies in media product service provision identified and media houses more aware and accessible to one another
4. Systematic and balanced analysis of media's influence on peace, conflict, and human rights in Somalia
5. Broader awareness of violations against and within the media community, and increased accountability of government and guilty parties for judicial recourse

Impacts

1. Media association and houses are better organized, unified, and efficient in advocating for their rights and needs
2. Somali media more audience driven and audience responsive thus more effective
3. Media development initiatives in place that are best suited for the sociopolitical environment of Somalia
4. Increased conflict-sensitive media and enhanced utility of media producers in encouraging peaceful public discourse
5. Implementation of policies that protect media, freedom of speech, and deliver recourse for abuses
6. Decreased censorship within media houses and threats to journalists

SFS Track Record

External research and monitoring is new to SFS. These functions have not been part of the scope of their previous programming so the MPI will require significant capacity building efforts to prepare for this objective and recruit staff with considerable research and monitoring experience. However, as a grant-based organization, SFS regularly employs monitoring and evaluation as part of its current programming and research for project proposals and project implementation in education, good governance, and media. While not perfectly transferable skills, the MPI can leverage off of these experiences and skills for its work in research and monitoring. Additionally, SFS has substantive work in state and peacebuilding which will allow for a strong framework for analysis.

Risk Assessment

This objective represents the MPI's riskiest efforts. Because its monitoring work will focus directly on issues of conflict and human rights, the MPI should accept very high risk of censorship, intimidation, or personal injury to its staff or efforts. There is a pervasive culture of media censorship throughout the country and it is in the interest of power structures to continue their control over media outlets. The MPI's monitoring work will be seen, to some extent, as threatening. To mitigate these risks, the MPI will maintain the highest level of detail and objectivity possible to maintain its role as a neutral monitor. It will keep clear communication with government ministries and institutions and build community support for its work through its relationships with media houses, associations, and civil society.



Objective IV. Serve as a neutral forum for Somali media community

Situation Analysis

There are numerous media associations throughout Somalia, though the exact number of groups and their respective members remains unknown. These associations function independently of one another and do not form a cohesive, overarching organization. Associations are grouped, generally, by region rather than medium and include specific groups for journalists in exile and women. Somaliland and South Central both have associations for women including the *Somali Women Journalists Association* (SOWJA) in South Central. In Puntland, several attempts have been made to create a more comprehensive media association for the region which included the *Puntland Media Association* (PUMA) and *Puntland Journalist Association* (PUJA) but these eventually became inactive due to lack of funding and participation⁷. However, these issues are not unique to Puntland. Associations advocate for regulatory developments and journalists who have been arrested or are under threat. They are widely criticized for their lack of influence or protection power and for representing media owners rather than the needs and rights of practitioners⁸. The lack of coordination and cooperation across associations and regions limits comprehensive media advocacy and protection for the sector.

Implementation Strategy

This objective positions MPI to fill the void of leadership within Somalia media community, in quality and caliber of staff, but most importantly as a convener. MPI believes in the talent of Somali media and the potential of bringing practitioners together to share their experiences and challenges in order to strengthen the quality of Somali media products and unify the community as a whole. Thus the focus of this objective focuses on human connectivity and human resources. We will convene and coordinate media houses and practitioners to advocate as one body for free speech and legal protection, in addition to empowering and bettering one another. We will work to promote and build upon the deep legacy of journalism within the country through a permanent space dedicated to commemorating the achievements of journalism throughout the country.

This objective will be the most cross-cutting of all the MPI's objectives, working in Somaliland, Puntland, South Central, and Jubaland, as it involves the most light-weight activities structurally. Forums and meetings will include all forms of media but focus on radio and print as they are the most prominent and accessible to the MPI. Finally, we plan to develop a practical solution to the significant risk accompanied with media through a collective journalist safe house. This safe house will not be a permanent structure but rather rotate among participating NGO's and their respective compounds to mitigate targeting and maximize anonymity.

Activities

1. Lead and host city, regional, and national capacity building events and forums
2. Raise funds and create space within the Puntland Library and Resource Center to celebrate and commemorate achievements and practitioners in Somali journalism
3. Structure, advertise, enroll, and coordinate all interested mentorship participants across major cities in Puntland and South Central starting with radio broadcasters and moving into print and online media producers

⁷ Somali Report. "Puntland's Media Landscape"

⁸ BBC 69



4. Work with NGO partners to establish a mobile safe-house within respective compounds to ensure anonymity and protection for at-risk journalists and advocate for their protection and free speech

Expected Outputs

1. City, regional, and national events held regularly and develop best practice policies, highlight challenges and united advocacy initiatives
2. Establish community-wide research and investigation priorities or focus areas
3. Somali Journalism Museum created at the Puntland Library and Resource Center
4. Mentors and mentees meeting, if possible, or speaking once a month to coach on current questions, challenges, and techniques
5. Confidential, rotating journalist safe-house established and protection and communication protocol system in place

Outcomes

1. Develop a culture of communication, meeting, support, and collaboration within Somali media houses
2. Build the media community on the strengths, assets, and achievements of past and present practitioners and help change international perceptions of the media culture in Somalia
3. Burgeoning media practitioners benefit from the wisdom and expertise of their more experienced colleagues and are better equipped to both report the news and navigate the complexity of the Somali media environment
4. At-risk journalists are better protected and able to avoid exile through safe-house services

Impacts

1. A Somalia media community characterized as one of trust, cooperation, and unity
2. The achievements and assets of Somali journalism promoted throughout the region and international community
3. Increased freedom of speech within the media sector and civil society and a higher quality of journalism throughout Somalia
4. Improved retention within the media sector and decreased amount of exiles, deaths, and threats to journalists

SFS Track Record

SFS is well positioned to implement and satisfy this objective because of its strength and history as convener within Puntland civil society. The organization has a vast network of NGOs, government, and institutional contacts to draw from and the social standing to leverage itself as the neutral platform for the purpose of media development and cooperation. The same community network will be utilized for the journalist safe-house. It has actively joined the recent surge of media development in Puntland including the establishment of a regional media ethics policy. In June 2013, SFS held two voter education workshops for over 300 participants from a large cross-section of Garowe society. The workshops were widely considered a success and demonstrate SFS' ability to lead civil society on sensitive and technical matters. Additionally, the Puntland Library and Resource Center is unparalleled as a community center. The building is utilized regularly by international and local NGO's, government officials, and civil society members as a conference center and meeting space and is thus an ideal location to host a small journalism museum and meeting or training space.

Risk Assessment

There is considerable risk accompanying certain activities of this objective. While forums on media development, coordination, protection, and advocacy do not invite acute risk *per se*, any actual implementation efforts will invite likely resistance from existing power structures, politically and or physically. Coordinated investigatory research topics or efforts will invite risk to media houses and by extension the MPI, particularly regarding democracy, government accountability, or violent extremism. Significant risk accompanies the creation of a rotating safe house for journalists. To mitigate risk, the safe-house hosts and locations must be kept strictly confidential to ensure the safety of at-risk journalists as well as participating organizations. The MPI can reduce risk related to this objective by building a strong coalition of partner media houses and NGOs and maintaining healthy relationships with government institutions to protect their collaborative efforts.



Figure 3. Illustration of the Voting Process (from left to right) during the Voter Education Workshop (Puntland, July 2013)

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