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# THE BOTTOM-UP MEDIA REVOLUTION

How Social Entrepreneurs  
Around the World  
Are Building Trust  
Between Communities  
and the Media

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## I. Overview

The global media industry is at the precipice. Digital platforms are replacing traditional print media; audiences lack trusted media sources amid a bewildering array of choices; and malicious actors seek to sow disinformation and hijack media to pursue nefarious goals. Around the world, media sources are increasingly unable to foster informed and civically engaged communities—prerequisites for liberal and democratic societies.

Many have looked to the technology platforms at the center of the problem—such as Facebook, Twitter, and Google—to supply solutions such as automated tools to aid fact-checking. But such approaches can only partially address the root causes of the media’s problems. Rather, a complementary source of innovation—social entrepreneurs—is embedded within the very communities riven by polarization and media distrust. These innovators marshal local resources to solve local problems. Their organizations often scale up rapidly, but in a bottom-up fashion, ensuring that each community’s idiosyncratic needs are met. And thanks to their deep familiarity with the problems their communities face, social entrepreneurs devise holistic solutions, not just algorithmic band-aids.

Ashoka is an organization that supports social entrepreneurs around the world and has the longest track record of doing so. It has identified and supported over 3,500 “Ashoka Fellows,” many of whom are in the media sector. Therefore, Ashoka sits on a treasure trove of data on transformative media innovations. We analyzed this data to understand how social entrepreneurs around the world are trying to improve the media landscape, assessed the most successful approaches, and identified gaps that social entrepreneurship has not yet filled.

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*Ashoka sits on a treasure trove of data on transformative media innovations.*

To do so, we selected a subset of Ashoka Fellows whose primary aim is to improve the media landscape and who are demonstrably making a substantial impact. We call them “Core Media Fellows” and selected them from an initial pool of 231 Fellows, after gathering extensive data and applying rigorous selection criteria to identify the final cohort. Each of these fifty social entrepreneurs seeks to harness the tectonic shifts under way in the global media landscape to more constructively serve societal interests.

Among the group, we found stunning diversity. For example, Core Media Fellows hailed from twenty-two countries. But we also discerned broad similarities. Indeed, each of the fifty Fellows pursued one of five overarching goals:

- Improving the infrastructure and environment within which the media operates
- Improving standards of reporting to strengthen the quality of journalism
- Ensuring the media is a vehicle for civic engagement
- Making the media a self-sustaining business
- Increasing media literacy by providing the public with diverse and representative content

Our study of social entrepreneurs reveals important lessons—spanning strategies to represent marginalized voices to partnership models within and beyond the media industry—for how to transform the media. But it also uncovers areas of need, such as business model innovations, where too few social entrepreneurs have found the support to pilot approaches that ultimately could reverse the media’s declining fortunes. Our findings motivate strong recommendations to governments, philanthropies, and firms to support the next generation of social entrepreneurs to lay the foundation for a successful 21st century media industry that serves society’s needs.

## II. Background and Context

### **The Changing Media Landscape**

A.G Sulzberger became the publisher of the New York Times on January 1, 2018. In a note to Times readers, he traced the paper’s legacy to the days his great-great-grandfather, Adolph Ochs, purchased it. Per Sulzberger, Ochs created a paper, “dedicated to journalism of the highest integrity and devoted to the public welfare.” News would be impartial, and editorials would “invite intelligent discussions from all shades of opinion” (Sulzberger 2018).

Ochs would have never imagined the state of journalism today. The first difference between Ochs’ era and today’s is the transformation of the industry from print to digital, which has left a trail of destructive consequences (Newman 2017). Daily newspaper circulation of 62 million in 1990 has dropped to 35 million in 2016 (print and digital combined), with print circulation accounting for most of the decline (Barthel 2016). Most news consumed by audiences today emanates from “digital native” sources. These born-on-the-web digital natives include Breitbart, BuzzFeed, Deadspin, FiveThirtyEight, HuffPost, Politico, The Daily Beast, and Vox. Such websites are among the 36 “new media” properties with at least 10 million monthly unique digital visitors in recent years. To keep up, legacy media platforms are increasingly migrating from print to digital content. And whether legacy or new, all news organizations are at the mercy of social media channels—such as Facebook, Twitter, YouTube, Instagram or Snapchat—to disseminate their content, exposing them to revenue volatility (Pew Research Center 2017).

Another difference between the 20th and 21st century media industries is the level of consolidation. Once-independent local news sources have succumbed to a frenzy of corporate acquisitions, reducing their ability or inclination to represent the interests and issues of local

communities (Public Policy Forum 2017). A 2017 ruling by the Federal Communications Commission now allows a single media company to own a newspaper, television station, and radio station in a given town. This has allowed Sinclair Broadcast Group, for instance, to reach nearly three-fourths of all US households. It will be more than tempting for companies with such consolidated control to chase economies of scale, replacing locally rooted staff and their ideas with a single voice and perspective, broadcast to every corner of the country (Kang 2017).

As a result of these tectonic shifts in the media landscape, discerning consumers of news must wade through a welter of competing and often conflicting ideas, whose veracity or falsity is too easily veiled. Audience beliefs are becoming tautologies: consumers believe a news item because they are disposed to believe it before ever seeing it. Today, it is so easy to create news, even with a professional veneer, that Adolph Ochs' notions of journalistic integrity and journalism devoted to the public welfare today seem quaint, if not naïve.

And yet, journalism as Ochs envisioned it is as essential as ever. At the national scale, a healthy media can serve as a bulwark against governments suppressing the ideas they fear and amplifying

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*Thriving and independent local news sources can foster informed and civically engaged communities*

those that serve them. And thriving and independent local news sources can foster informed and civically engaged communities. Unless local news sources cover the effectiveness of a school superintendent, homelessness in a given community, or local road maintenance with as much gusto as they cover national debates, the ties that bind communities will erode. Yet the recent shifts to the media landscape fly in the face of Ochs' vision. Communities around the world are reeling from propaganda-as-journalism; misinformation and disengagement are on the rise; and as a result, the future of liberal democracy is at risk (Edelman Trust Barometer 2018).

In response, everyone from lawmakers to media companies themselves is laser-focused on tweaking the social media platforms that today dominate content delivery. They have pinned their hopes on algorithmic advances to sift fact from fiction, sophisticated sleuthing to uncover the identities of malevolent advertisers, and regulations to improve the transparency of political advertising on social media (Ingram 2018). These steps, however, amount to putting a band-aid over democracy's open wounds. The fissures that have riven society will not be healed by Facebook or Twitter alone. As 2018 has proven, the depth of the challenges related to trust in and accountability of such platforms is immense. Over and above reforms to social media, a much more comprehensive strategy is needed to reimagine the organizations that produce the content that is shared via social platforms and reinstate the covenant of trust between audiences and the media. According to a 2016 Pew study, "about two in ten Americans (22%) trust the information they get from local news organizations a lot, whether online or offline, and 18% say the same of national organizations" (Mitchell, Gottfried, Barthel 2016).

Such a comprehensive strategy to media reform starts by recognizing that the shifts in the media landscape—notably toward digitalization—can bring benefits in addition to the damage they have wrought. Digital technologies have opened channels for production and distribution that are nearly real time, a far cry from the days in which major cities had their morning and evening newspapers and news could not happen in between. And digital technologies can hold down costs by eliminating physical production and transportation (Chakravorti 2018).

Not only does the media industry have new tools that can be used for good, it also has new actors determined to right the media's sinking ship. Indeed, even as polarization, unscrupulous actors, and eroding trust in the media threaten to tear the fabric of democracy, many organizations with social models and for-profit elements are hard at work sewing it back together. The task is to understand and spotlight the various approaches to addressing contemporary media challenges that the journalism industry faces today.

### **Social Entrepreneurship: A Pathway to Holistic Media Innovation**

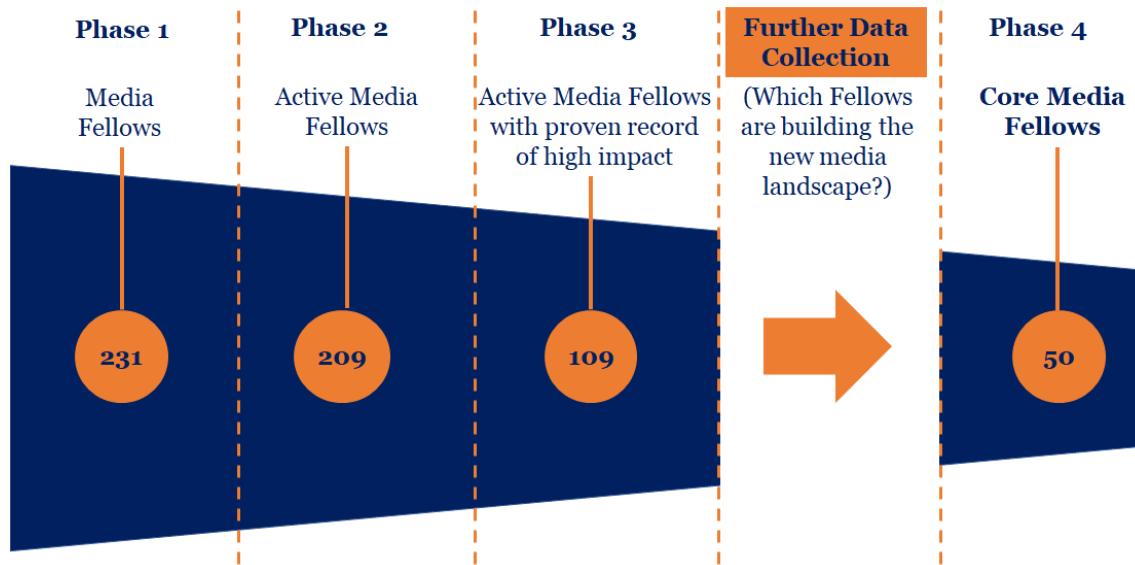
Social entrepreneurs address societal problems that are not being effectively addressed by the for-profit or governmental sectors. Though social entrepreneurs may operate organizations legally registered as for-profits, non-profits, or both, their primary ambition is the change they seek to make. Financial benefit is only necessary to keep their work possible, rather than to motivate it (Martin, Osberg 2007).

Nearly forty years ago, an organization called Ashoka—founded by Bill Drayton—became the first to identify and support systems-changing social entrepreneurs. To date, Ashoka has elected over 3,500 of these “Ashoka Fellows” in over 90 countries, making Ashoka the largest organization of its kind in the world. Notable Fellows include Jimmy Wales, founder of Wikipedia, and Kailash Satyarthi, Nobel Peace Laureate and children's rights activist.

Some Ashoka Fellows and their organizations are at the leading edge of media innovation. Often, because of their close ties to the communities from which they emerge or their personal experience with the problems they seek to address, Ashoka Fellows are uniquely positioned to bridge the gap between external technological change and constructive adoption of and engagement with technology by local communities. Ashoka began actively seeking such media “changemakers” a decade ago. In partnership with the Knight Foundation, Ashoka launched a global incubator—News and Knowledge—to support and convene journalism-focused social entrepreneurs from around the world. In addition to the thirty Fellows supported through the incubator, over two hundred other social entrepreneurs working in the media sector have been selected and supported as Fellows by Ashoka.

## **III. Methodology: Identifying Core Media Fellows**

In this study we sought to mine Ashoka's treasure trove of data on social entrepreneurs seeking to transform the media. Doing so, however, required us to first identify the most impactful Ashoka Fellows working in this sector. We started by filtering Ashoka's database of 3,500 Fellows to only list the 231 working in the media sector, whom we call “Media Fellows” (a Media Fellow is a social entrepreneur whose innovations relate to the way information is shared, consumed and presented through or with the media). From there, we applied a funnel of escalating criteria (figure 1) to identify those Media Fellows addressing the most pressing media challenges and demonstrating the highest impact. Through this process, we arrived at a final list of fifty Core Media Fellows building a new media landscape.



**Figure 1.** The funnel of escalating criteria used to identify the final cohort of 50 Core Media Fellows from an initial pool of 231 Ashoka Media Fellows.

We started with an intentionally broad pool of 231 candidates by querying Ashoka’s internal database for Fellows associated with keywords such as “media,” “journalism,” “radio,” and “news.” Next, we used fairly rudimentary criteria to determine that 22 of the 231 Media Fellows were deceased or otherwise inactive. For example, we consulted with local Ashoka country staff who select and support Fellows to confirm that some Media Fellows with no online activity over the last five years were no longer working on their projects.

Subsequently, we sought to identify the highest-impact subset of the 209 Media Fellows. To do so, we reviewed performance metrics and descriptive data reported by the Media Fellows to assess the potential for scaling their innovations globally and the scope of their success in changing one or more systems. An example of a high-impact Media Fellow selected from the pool of 209 was Jessica Mayberry. Her organization, Video Volunteers, is connecting mainstream media to stories from rural communities and improving coverage of underrepresented stories, an approach that can be scaled to many other disengaged communities around the world. Applying similar analysis across the pool of Media Fellows led us to identify 109 strong candidates for selection as Core Media Fellows.

For the final selection stage, we assembled a data sheet for each of the remaining 109 high-impact Media Fellows to collect further information on their strategies (the data sheet template is included in appendix 1). We sought to qualitatively and quantitatively describe the problems Media Fellows were tackling and the solutions they had devised. This information would enable us to further filter our existing pool of high-impact Media Fellows to identify the subset most centrally involved in addressing contemporary and pressing media challenges. (The data sheets were not just useful for selecting the final cohort; we also compiled data, such as the types of external partnerships that Media Fellows pursued, that we planned to analyze across the final cohort to glean valuable lessons about the most impactful strategies.)

To determine those high-priority media challenges, we conducted an extensive literature review, drawing on work from research institutions such as the media think-tank Polis, Tow Center for Journalism, Center for International Media Assistance, Pew Research Center and the Public Policy Forum. We then assembled a list of media shifts that would have to happen to address those challenges and collectively would represent a transformation of the sector from an old to a new paradigm (those shifts are displayed in appendix 1). Now, armed with additional data on the remaining 109 Media Fellows and a framework for assessing whether their work was aimed at transforming the media, we could identify the final cohort of Core Media Fellows.

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*The Core Media Fellows collectively offer us a window into the strategies that leading social entrepreneurs are employing to address the media's gravest challenges*

To make this final step more concrete, here is an example of how we selected one Core Media Fellow out of two high-impact Media Fellows. Both Ben Cokelet and Tiffiniy Cheng work directly with media organizations and have demonstrated substantial and global impact. But even though Ben builds partnerships with media companies and journalists, he only uses the media instrumentally; his primary objective—exposing corporate corruption in Mexico—does not address a pressing media challenge or advance a central element of the media's paradigm shift. By contrast, Tiffiniy's work organizing campaigns for universal access to digital media is centrally concerned with building a new media environment that empowers audiences and enables omnidirectional information flow.

By carefully following this procedure to assess all 109 high-impact Media Fellows, we arrived at the final cohort of fifty Core Media Fellows. They collectively offer us a window into the strategies that leading social entrepreneurs are employing to address the media's gravest challenges and realize a new and improved media paradigm.

## IV. Results and Discussion

### **Five Overarching Goals of Core Media Fellows**

We next turned to analyzing this cohort of fifty Core Media Fellows. Our first conclusion was that nearly every single Core Media Fellow—forty-eight out of fifty—was pursuing one or more of five goals. Each of these goals is aimed at solving pressing media challenges, and collectively, these five goals cover ambitious ground in the scope of the transformation they entail for the media sector. Figure 2 breaks down these five goals and lists the different approaches that Core Media Fellows are taking to achieve their goals (the color coding conveys the number of Core Media Fellows pursuing a particular approach within each goal). To supplement figure 2, we have listed below in more detail the overarching goals and the approaches to achieve them (appendix 2 contains a full listing of all Core Media Fellows by goal and approach):



GOALS					Number of Fellows
Improving the infrastructure and environment within which the media operate (12 Fellows)	Improving standards of reporting to strengthen the quality of journalism (7 Fellows)	Ensuring the media is a tool for civic engagement (10 Fellows)	Making the media a self-sustaining business (4 Fellows)	Improving media literacy by providing the public with diverse and representative content (20 Fellows)	
APPROACHES	Leveraging Information Communication Technology	Developing professional training programs in countries that do not have a fully free and skilled press	Creating edutainment programming that cultivates dialogue about social issues	Developing an online marketplace	<div style="width: 10px; height: 10px; background-color: #8B4513; display: inline-block;"></div> 1 <div style="width: 10px; height: 10px; background-color: #FFD700; display: inline-block;"></div> 2-3 <div style="width: 10px; height: 10px; background-color: #90EE90; display: inline-block;"></div> 4-5 <div style="width: 10px; height: 10px; background-color: #008000; display: inline-block;"></div> 6-8
	Creating online databases with user contributions	Creating and disseminating accessible data for journalists	Develops direct engagement between citizens and elected officials	Offering financial assistance in emerging democracies	
	Addressing issues of government censorship	Developing ethics guidelines for journalists	Engaging citizen voices in content creation	Creating opportunities for independent media advertising	
			Mainstream syndication partnerships	Improving coverage of underrepresented stories and communities	
				Positioning young people as valuable participants in shaping public discourse	
				Developing alternative content to negative news	

**Figure 2.** Goals pursued by Core Media Fellows and the approaches they followed to achieve each goal (in some cases, Fellows pursued multiple goals). Over 60% of Fellows are addressing goals 1 and 5; only 22% are addressing goals 2 and 4.

**Goal 1. Improving the infrastructure and environment within which the media operates** (12 Fellows). Fellows pursuing this goal employed technology, advocacy and/or independent journalism to expand access and ensure press freedom and information sharing. Their approaches included:

- Using information and communication technologies to allow people and organizations to interact in the digital world, enhancing media operations and ensuring independence.
- Building publicly accessible websites with the capability to source content from many users.
- Advocating against restrictions placed on the press or building pathways to circumvent limited access to accurate information controlled by authoritative governments.

**Goal 2. Improving standards of reporting to strengthen the quality of journalism:** Fellows pursuing this goal used trainings, data analysis and/or the development of ethics guidelines to further professionalize journalism. Their approaches included:

- Designing workshops and professional curricula to train citizens and emerging journalists in high-quality reporting that is held to the same standards as in the mainstream media.
- Developing data based on research of marginalized groups and sharing information with journalists to ensure more fact-based reporting is produced.
- Ensuring that marginalized or vulnerable communities are responsibly covered by reporters, and that accessible guidelines and tools for ethical reporting are widely adopted.

**Goal 3. Ensuring the media is a tool for civic engagement:** Fellows pursuing this goal sought to build communication channels between citizens and government and offer citizens concrete ways to take action in their communities. Their approaches included:

- Producing television soap operas, documentaries and other forms of entertaining content with the mission of informing and cultivating opportunities for dialogue and engagement.
- Offering pathways through various platforms—often digital—to make it easier for citizens to be informed of public issues and engage with government representatives about their concerns.
- Publishing and developing content that was produced by citizens and ensuring that professional journalists take citizen concerns and ideas into account.

**Goal 4. Making the media a self-sustaining business:** Fellows pursuing this goal developed alternative revenue streams, new approaches to financial viability for media, and new business models for emerging democracies and post-conflict nations. Their approaches included:

- Streamlining the production process by developing an online database for independent producers to publish content to provide mainstream outlets a resource center of more diverse content, and broaden audience reach and advertising revenue.
- Offering loans, grants, and technical assistance to support the development of independent media outlets in developing countries with historically censored media.
- Offering consulting, training, and market research to create advertising partnerships between independent media outlets in post conflict nations and international corporations looking to target emerging audiences.
- Developing partnerships with mainstream media to license purchase and publish content produced by a news service.

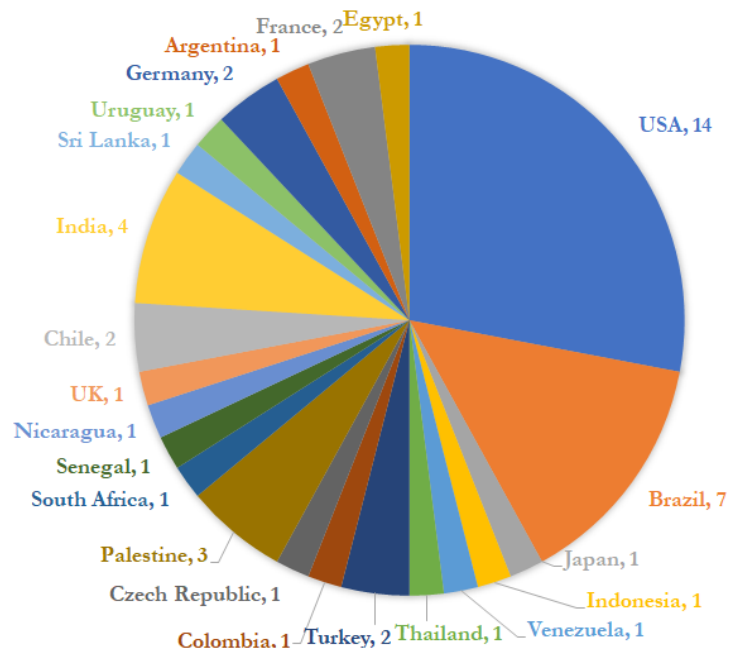
**Goal 5. Improving media literacy by providing the public with diverse and representative content:** Fellows pursuing this goal work with youth and/or other marginalized groups to provide alternative narratives to mainstream reporting while ensuring that media is more reflective of the public. Their approaches included:

- Training marginalized groups in media production, professionalizing alternative media outlets for minority groups and partnering with mainstream media to ensure accurate, widespread coverage of underrepresented groups.
- Training youth as professional reporters and critical consumers of media, legitimizing youth voices, offering young people a platform to share their stories, and developing opportunities to engage young people in their communities.
- Building online platforms and databases dedicated to publishing and disseminating content focused on solutions and developing global support for an alternative to the mainstream negative narratives.

### Other Emergent Trends Across Core Media Fellows

Not only could we classify the cohort of Core Media Fellows by their goals and approaches, but by analyzing the datasheets we had compiled during the selection process, we could glean other insights into what unites and distinguishes these social entrepreneurs.

Among the cohort, we found stunning diversity. For example, Core Media Fellows hailed from twenty-two countries (figure 3), and they are working in over thirty countries to implement independent, locally relevant media solutions. Indeed, nearly 18 percent of Core Media Fellows have successfully scaled their work beyond their home countries to achieve global impact. Those elected in Germany are working in Tunisia and Iraq, while those elected in the UK have implemented technologies across continents different countries. Six of the Core Media Fellows elected in the U.S. have achieved global reach.



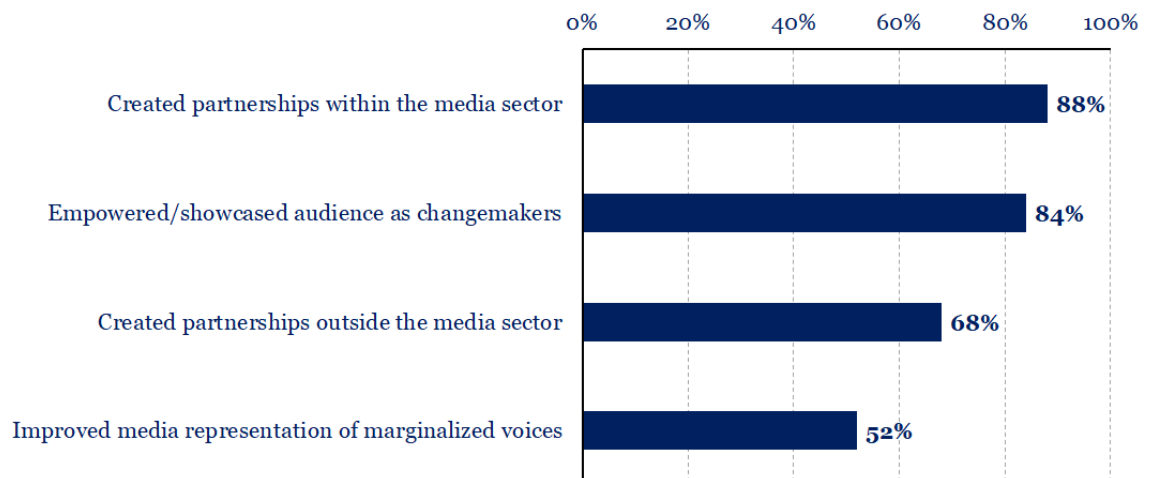
**Figure 3.** The final pool of 50 Core Media Fellows is geographically diverse, hailing from 22 different countries.

Despite this diversity, various patterns emerged across the cohort: Core Media Fellows tended to empower audiences, fight marginalization, create partnerships, and employ training programs (figure 4):

- 84% of Core Media Fellows sought to empower and showcase audiences as changemakers. This indicates that they are providing new opportunities for audiences to engage with content creation and use content to create change in their communities. Anshul Tewari is the founder of Youth KiAwaaz, based in India, which positions young people as valuable participants in shaping the public sphere through an online platform for youth to publish their stories. To date, 75,000 writers have contributed to his platform, and Youth KiAwaaz receives 4 million views per month.
- Over half of Core Media Fellows sought to improve media representation of marginalized voices in their communities, demonstrating that media representation is an avenue for

equal opportunity and access to civic participation. Jailson de Souza e Silva is the founder of Observatório de Favelas based in Brazil. He provides opportunities for Favela youth to research and report on their communities and then connects them with research resources and journalism training at higher-education institutions to ensure that a range of experiences and diversity is represented in the coverage of Favelas.

- Almost all Core Media Fellows used partnerships to scale their impact. Social entrepreneurs are often able to encourage collaboration across sectors in order to change entire systems. Using our dataset, we determined that 88% of Core Media Fellows created partnerships within the media sector and 68% created partnerships outside of the media sector. This indicates that collaboration is essential in media innovation, given that Core Media Fellows partnered with government agencies, healthcare organizations, educational institutions, and NGOs to create stories and content that further connect audiences to their communities. For example, Christian de Boisredon, the founder of SparkNews, partners with publishers and editors-in-chief of media outlets around the world. He is providing them a database of solutions oriented content that they all contribute toward and share.
- More than 30% of Core Media Fellows implemented training programs to pursue their goals. For example, Cristi Hegranes conducts a 6-month journalism training program at the Global Press Institute for women from underrepresented countries and communities, who are then employed by the Global Press Journal. Ahmed El-Hawary, the founder of Bashkatib, conducts a 2-year intensive training program for young people from marginalized communities, which leads to the creation of their own community media outlets. And Katie Orenstein runs a year-long Fellowship to train academic experts from underrepresented groups in thought leadership and editorial writing, preparing them to publish their research and ideas in influential mainstream outlets.



*Figure 4. Emergent trends across Core Media Fellows.*

## Deep Dives: Two Exemplary Core Media Fellows



**Cristi Hegranes**  
*Global Press Institute*



**Ahmed El Hawary**  
*Bashkatib*

We decided to spotlight both Cristi Hegranes and Ahmad El Hawary because they exemplify the diversity and similarities we found across the cohort of Core Media Fellows. They live and work in very different media markets, and they set out to accomplish different goals. But they also highlight what is similar about the group of fifty Fellows, such as building partnerships with underrepresented communities and leveraging training programs to equip new voices to participate in the public sphere. Social entrepreneurs such as Cristi and Ahmad have their differences in approach, but they are both addressing pressing media challenges and contributing to a new media paradigm.

### Example #1: Cristi Hegranes

Global Press Institute uses journalism as a vehicle to give voice to women living in often journalistically neglected countries, including DRC, Haiti, and Zimbabwe, among 23 others. The organization exemplifies the idea of recognizing an opportunity that serves a social mission and in the process, entirely reimagining an industry. Cristi, once a professional foreign correspondent covering a civil war in Nepal, realized that it would take her very long to fully represent and capture the complexity of a civil war in a country she was not from. She questioned why local citizens were not telling the stories of civil war that they were living themselves.

Cristi launched Global Press to ensure accountability and representation and to address the issue of high-operating costs for foreign bureaus that were beginning to close around the world. Cristi is improving standards of reporting and strengthening the quality of journalism by controlling for journalist bias. In the Global Press Institute, she only trains women, in order to countervail the trend of male-dominated newsrooms in developing countries, and she ensures that her local news bureaus hire and train a diverse team of women representative of the communities they will cover.

Global Press's success depends on the inter-relationship among its trio of services. Global Press Institute's training is offered for free to prospective journalists, with philanthropic dollars covering its costs and trainees paid for their time. After completing a 6-month training, all graduates of Global Press Institute become paid, professional journalists reporting on topics they find relevant and important to cover. Women are invited to apply in their local language, and they are supported by editorial staff, a team of trainers, and fact checkers. The Global Press Journal, which is the outlet for the paid journalists who have completed the Institute's training, offers special features for those who pay for its upper-tier services. Finally, supporting these two activities is the charge of the Global Press News Service, which offers monthly subscriptions and a la carte purchase options for news outlets around the world to access news content and photographs. Revenues from the News Service help to support the other two activities.

The trio of services enables news outlets everywhere to get in-depth, on-the-ground, quality reporting from local women who truly understand the cultural and historical nuances critical for good journalism.

#### **Example #2: Ahmed Al Hawary**

Ahmed Al Hawary's platform, Bashkatib, is increasing media literacy by providing the public with diverse and representative content. As a Cairo-based journalist, Ahmad never found that his views or those of his community were being represented by centralized Egyptian media channels. Recognizing that 75 percent of Egypt's 88 million people live outside of the capital and that 75 million Egyptians live in news deserts, Ahmad worked across communities to help young people in developing their own community media outlets.

His alternative media movement incorporates a two-year intensive course for a team of roughly twenty-five young, citizen reporters to launch and manage their own community publication abiding by Bashkatib's reporting standards and guidelines. With 44 million Egyptians online, the Bashkatib platform publishes content developed in communities and by young people, online to ensure a broader reach. The local news outlets are owned and run by youth, produce monthly print publications to fill news deserts, and simultaneously ensure that the rest of Egypt receives diverse and representative content online.

As previously discussed in this report, there has been an increase in polarizing content in mainstream media and resulting audience distrust in centralized media power. Bashkatib is less hierarchical, more inclusive of opposing views, and aimed at expanding the set of contributors involved in news production and consumption. As each outlet Ahmad works with prints and distributes thousands of copies of their publication locally, Ahmad's solution takes another step toward scaling globally. Ahmad's success in Egypt has led to plans to scale Bashkatib across the Middle East and North Africa to address civic engagement and a growing partisan population.

## V. Recommendations and Conclusion

The rich portfolio of Core Media Fellows is collectively striving to tackle the overall puzzle of shifting the media's paradigm. Whereas many institutions—both for-profit and non-profit—focus on particular priority areas, such as technology to improve journalism, Ashoka Fellows combine multiple approaches to holistically change systems. The fifty Core Media Fellows provide a representative cross-section and examples of the impact social entrepreneurs could have. But even though these fifty social entrepreneurs are already making important progress toward the five overarching goals outlined in this report, they require continued support, investment, and increased visibility to do even more. In particular, more social entrepreneurs are needed in areas not well represented by the current cohort of Core Media Fellows. Ashoka is one of the actors in the media innovation space that seek to remedy this, but it will take many more organizations, philanthropists, policy makers, and collaborative funds to fill the remaining gaps. The unfilled gaps imply that:

- More Fellows should be working to improve standards of reporting to strengthen the quality of journalism. Only six Core Media Fellows are targeting this goal: two are developing professional training programs in countries that do not have a fully free and skilled press; two are creating and disseminating accessible data for journalists; and two are developing ethics guidelines for journalists.
- More Fellows should be working to make the media a self-sustaining business. Only four Core Media Fellows are working to achieve this goal, and no single approach has been undertaken by multiple Fellows, suggesting that the solution space is broad and further experimentation is needed to discover the most fruitful approaches.
- More Fellows should be ensuring the media is a tool for civic engagement by engaging citizen voices in content creation. Only two Core Media Fellows are taking this approach.
- More Fellows should be pursuing high-impact media innovations that address contemporary media challenges in Africa (two Core Media Fellows are currently working there), the Middle East and North Africa (four) and Southeast Asia (six).
- More social entrepreneurs pursuing digital and technological media innovations should be elected to the Ashoka Fellowship.

To help fill these gaps, Ashoka will require more funding. Additional support will allow Ashoka to expand the scope of its existing analysis of Fellows' effectiveness and share insights from the Ashoka Fellowship about how to best address society's contemporary media challenges. Additional funding would also enable Ashoka to support more Fellows, especially in the areas this report identifies as underrepresented. On top of electing new Fellows, Ashoka can also foster Fellow collaborations across goals, specific approaches, and regions to help scale the existing solutions that work and discover uncharted pathways toward a new media paradigm. Finally, Ashoka can bring together social impact leaders, social entrepreneurs, Ashoka media partners, and other civil-society organizations to discuss how media can be leveraged as a tool for civic

engagement and the challenges associated with various approaches. This will allow other media innovators, news organizations, foundations and companies to test social entrepreneurs' approaches to mitigate polarization and boost civic engagement.

Other civil society organizations, as well as corporations seeking to thrive in the new media landscape, should consider the approaches of social entrepreneurs as serious and credible methods for programming, partnerships and investment. Philanthropies and investors should consider investing in social entrepreneurs; media companies should consider internalizing the approaches of social entrepreneurs to local newsrooms around the world to improve engagement, representation, and profitability. Organizations looking for initial partnerships with social entrepreneurs would do well to collaborate with or invest in the Fellows highlighted in this study, each of whose solutions has been extensively vetted and has the potential to achieve transformative, systemic change across multiple regions of the world. Down the road, the pace of bottom-up media innovation could accelerate if an entire ecosystem of funders and social entrepreneurs—beyond just this cohort of Core Media Fellows—blossoms.

Technology companies in particular, such as Facebook, Google, and Twitter, should drill into Ashoka's existing analysis of how social entrepreneurs have deployed media innovations

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*Bottom-up media innovation could accelerate if an entire ecosystem of funders and social entrepreneurs blossoms*

to build informed and civically engaged communities. This might inform their efforts to repair the rifts opened by their platforms. Algorithmic upgrades will be a component of the solution to issues such as disinformation and filter bubbles, but social entrepreneurs understand how to build trust in communities, how to deploy new innovations where access to information is often a barrier, and how to ensure that citizens are informed and equipped changemakers. In order to support a fair electoral process and fight disinformation, tech companies should also partner with the Core Media Fellows in this study to hold public discussions offline and online about civic engagement, collect insights, foster collaboration, and help scale up successes to date.

Finally, policymakers around the world should ensure that governing structures allow new hybrid models (both for-profit and non-profit) to emerge. Some countries do not currently allow new media platforms to register for non-profit status (Ranchordás, Picard, Belair-Gagnon 2016). Many Fellows live and work in repressive environments and countries low on the freedom of press index. Thus, developed countries, in partnership with civil society organizations, should create public interest urgent action funds to provide immediate funding relief for Fellows responding to rapidly unfolding events in developing countries. Such funds could help amplify the work of social entrepreneurs during critical times; for example, they could help Fellows disseminate news about a natural disaster or bring access to information in areas disconnected from information hubs. Such funds might also boost the efforts of Fellows seeking to reduce polarization, perform investigative reporting, or debunk disinformation during elections.

Social entrepreneurship represents a potent but oft-overlooked avenue to addressing some of the media's gravest challenges, and this group of Core Media Fellows exemplifies its potential. These insights should guide Ashoka and its partners in the public, private, and civil society spheres to redouble support for projects and people transforming the media landscape. Doing so will lift hopes of repairing democracy's fourth pillar, before the fissures continue to grow.



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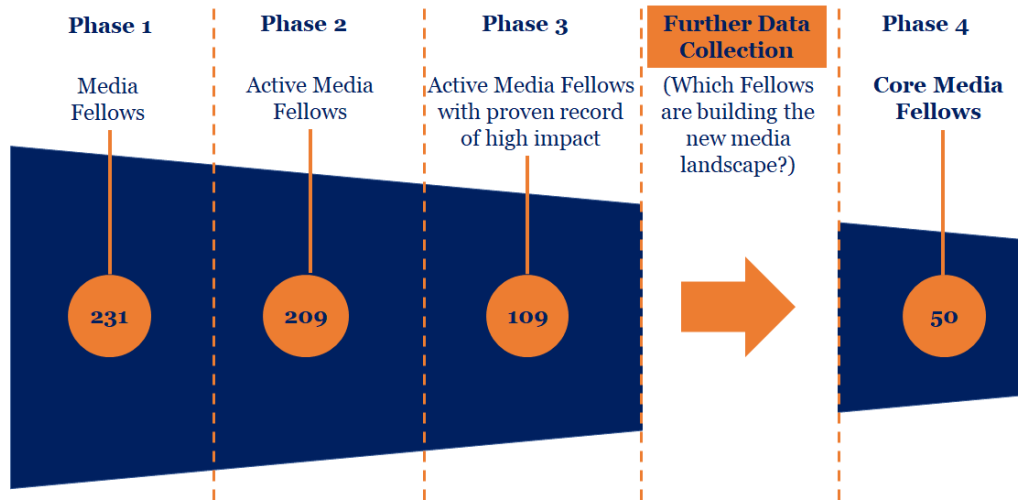
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## Appendix 1: Methodology for Selection of Core Media Fellows

Identifying Ashoka Media Fellows building the new media landscape



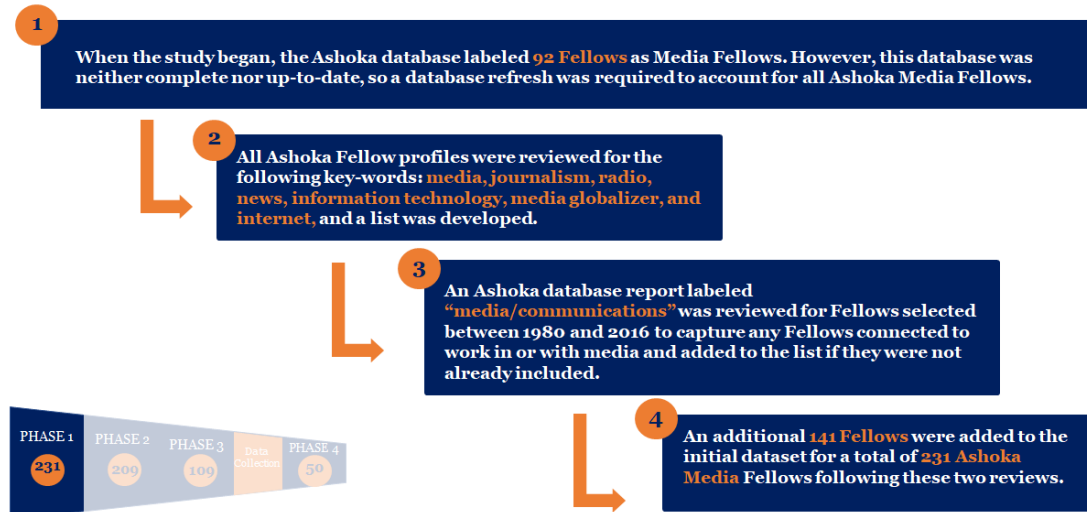
Those 50 Fellows were identified through a funnel of escalating criteria



Identifying Ashoka Media Fellows building the new media landscape

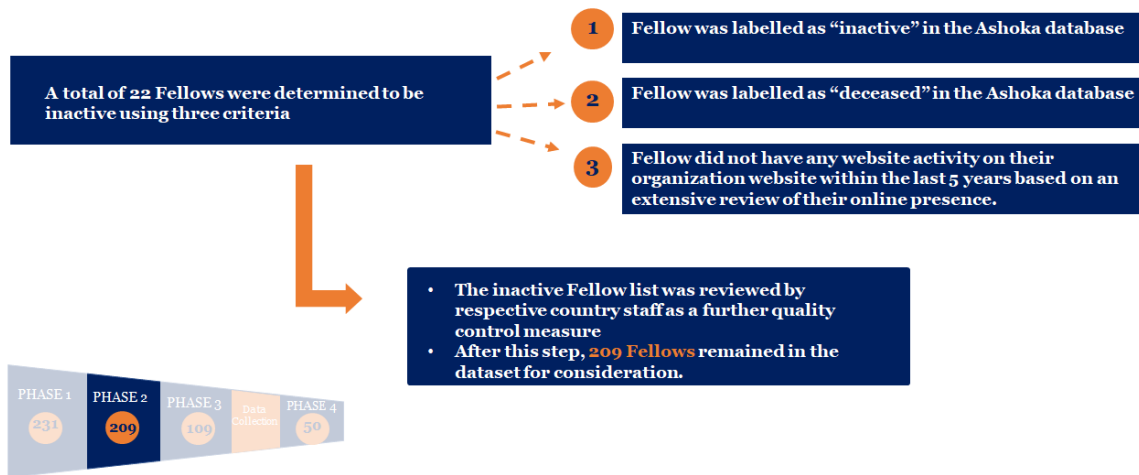


Phase 1: An initial dataset of all Ashoka Fellows working on media solutions was created

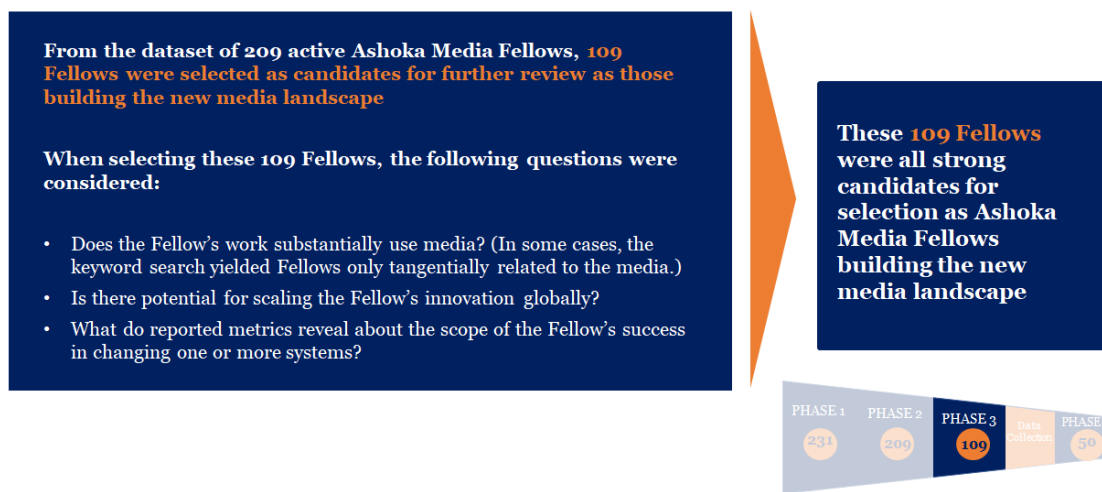




**Phase 2: Fellows determined “inactive” were removed from the dataset**



**Phase 3: Of all active Media Fellows, those with the highest impact/potential were identified**





Data collection: Research into strategies of the 109 remaining Fellows informed final selection

Figure 1. Media Fellow Analysis Data Sheet Example

For the set of 109 high-impact Ashoka Media Fellows, a data sheet was created (Figure 1) to collect further information on each Fellow's strategy.

Ashoka Fellow, Organization, Region of Work, Year Elected	HAMADOU TIDIANE SY, ACC/OUESTAF, Senegal, 2008	
Innovative on a global scale	NO	YES
Seeks to empower/showcase audience as changemakers	NO	YES
Provides tool or strategy to enhance journalistic accuracy	NO	YES
Seeks to improve representation of marginalized voices in the community	NO	YES
Seeks to bridge information and/or communication gap between government and citizens	NO	YES
Involves creating partnerships within the media sector	NO	YES
Involves collaboration with other industries	NO	YES
Problem Statement	Centralized government control of media precludes existence of robust independent news sector in Senegal	
Description of solution	Hamadou Tidiane Sy is developing a Pan-African corps of independent, investigative journalists to focus on a range of important public issues.	
Key follow-up questions	What freedom of press restrictions is Hamadou subverting? Who are his journalists? Is there a training program involved?	
Discussion notes	Inspired by Slate and HuffPost-- want to know more about popularity of this strategy in Senegal	



Phase 4: Finally, the 50 Fellows most central to creating a new media landscape were selected

Using the information in the Media Fellow Analysis data sheet, the 109 high-impact Media Fellows were evaluated to determine their impact to date—and potential for future impact—in shifting the media paradigm from old to new.

NEW MEDIA PARADIGM	
Guiding principles of the new media paradigm:	Examples of how Fellows can shift to the new media paradigm:
Media power is dispersed and incorporates many contributors.	Providing tools for citizen journalism.
Flow of information is omni-directional and relies on many sources.	Devising solutions that are relevant to political or cultural sensitivities in local environment.
News is interacted with, the audience must be engaged.	Educating audiences to promote civic engagement.
Information dissemination is transparent, accessible, and in real time.	Countering fake news (e.g., through citizen journalism, news literacy, fact checking).

After collectively considering, discussing and researching the current work of all 109 Fellows, a list of 50 Ashoka Media Fellows who demonstrated the most promising solutions for society's media-related challenges today was created.



Identifying Ashoka Media Fellows building the new media landscape



Three examples help illustrate the methodology used to identify the final group of 50 Fellows



## Appendix 2: Listing of Core Media Fellows by Goal and Approach

Research highlights and how Ashoka can move forward



Overall, analysis of the 50 Media Fellows revealed that they are pursuing five overarching goals

Every single one of the 50 Ashoka Media Fellows at the center of the media paradigm shift can be classified as pursuing one of the following goals (in some cases, Fellows pursued multiple goals)

- 1 Improving the infrastructure and environment within which the media operates.
- 2 Improving standards of reporting to strengthen the quality of journalism
- 3 Ensuring the media is a tool for civic engagement
- 4 Making the media a self-sustaining business
- 5 Increasing media literacy by providing the public with diverse and representative content.

Further review and analysis of each fellow's specific **approach** was identified as a sub-categorization. Those approaches, and the profiles of all of the Fellows, are included in the next section, "Deep dive into profiles of Ashoka Media Fellows and their five goals"

Deep dive into profiles of Ashoka Media Fellows and their five goals



**GOAL #1: Improve the infrastructure and environment within which the media operates**





**Definition** | Fellows pursuing this goal employed technology, advocacy and/or independent journalism to expand access and ensure press freedom and information sharing.

**Fellows generally achieved goal #1 by...**

- 1 **Leveraging information communication technology (ICT)**  
ICT refers to all all devices, networking components, applications and systems that combined allow people and organizations to interact in the digital world, enhancing media operations and ensuring independence.
- 2 **Creating online databases with user contributions**  
Building websites with the capability to source content from many users and is publicly accessible.
- 3 **Addressing issues of government censorship**  
Advocating against restrictions placed on the press or building pathways to circumvent limited access to accurate information controlled by authoritative governments.

## GOAL #1: Improve the infrastructure and environment within which the media operates

Fellows pursuing goal 1 generally employed **three** approaches (1/3)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
1 Leveraging Information Communication Technology	Ken Banks 	<b>FrontlineSMS</b> <ul style="list-style-type: none"> <li>Uses SMS to enable organizations to disseminate and collect information in communities with no internet</li> <li>Offers free software to allow access to global SMS services</li> <li>Subsidizes free software via commercial version</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> <li>Global</li> </ul>	<ul style="list-style-type: none"> <li>FrontlineSMS supported disaster relief efforts in Haiti and monitored elections in the Philippines, Afghanistan &amp; Nigeria</li> <li>Hosts largest nonprofit mobile-based user community</li> </ul>
	Tiffiny Cheng 	<b>Fight for the Future</b> <ul style="list-style-type: none"> <li>Uses interactive web campaigns to engage millions of U.S. citizens in net neutrality and internet freedom advocacy</li> <li>Creates campaign-specific websites and uses viral technology to maximize reach</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>Ran largest internet campaign in history</li> <li>2.5M petition signatures and 10M emails sent to Congress for campaign that won net neutrality in U.S.</li> </ul>
	Claudia Cotes 	<b>VeZ da Voz (Time for a Voice)</b> <ul style="list-style-type: none"> <li>Uses sign language interpreters, audio descriptions, subtitles, and iconographic images to create accessible broadcasting model for people with disabilities</li> <li>Engages people with disabilities in all elements of production for Telebras news channel</li> </ul>	<ul style="list-style-type: none"> <li>Brazil</li> </ul>	<ul style="list-style-type: none"> <li>Produced more than 200 newscasts in Brazilian sign language</li> <li>Collaborated with TV Minuto and CNB Radio to develop accessible programming for mainstream media</li> </ul>
2 Creating user-contributed online databases	Jimmy Wales 	<b>Wikipedia</b> <ul style="list-style-type: none"> <li>Uses mass internet collaboration to maintain a free, user-edited online encyclopedia</li> <li>Established Wikimedia Foundation as holding entity and funding source for Wikipedia</li> <li>Relies on team of a few thousand volunteers to produce the encyclopedia</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>Ranked among the world's top 10 most popular websites</li> <li>Users have contributed 40 million articles in more than 250 different languages</li> <li>Attracts 18 billion page views and 500 million unique visitors monthly</li> </ul>

## GOAL #1: Improve the infrastructure and environment within which the media operates

Fellows pursuing goal 1 generally employed **three** approaches (2/3)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
2 Creating user-contributed online databases	Nicholas Reville 	<b>Participatory Culture Foundation</b> <ul style="list-style-type: none"> <li>Created an open video sharing software to democratize video production using RSS and BitTorrent files</li> <li>Offers free tools for web hosting, subtitle translation, video format conversions, and video publishing</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> <li>Global</li> </ul>	<ul style="list-style-type: none"> <li>Received a \$260,000 grant from Mozilla and PBS NewsHour to develop free translation technologies for 2012 U.S. election coverage</li> </ul>
	Junto Ohki 	<b>ShuR Group</b> <ul style="list-style-type: none"> <li>Developed SLinto online dictionary for translating between global sign languages using pictures, videos and a customized keyboard</li> <li>Ensures accuracy and variety of content by allowing users to edit, contribute and rate translation accuracy</li> </ul>	<ul style="list-style-type: none"> <li>Japan</li> </ul>	<ul style="list-style-type: none"> <li>Deaf communities now have online access to a dictionary of 3,200 Japanese signs</li> <li>Users from all 126 sign languages can submit translations to SLinto</li> </ul>
3 Addressing issues of government censorship	Donny Budhi Utoyo 	<b>ICT Watch</b> <ul style="list-style-type: none"> <li>Teaches digital literacy and responsible internet use to curb government censorship, promote freedom of speech and prevent youth exposure to inappropriate content</li> <li>Developed software to filter inappropriate internet content and create safe browsing experience for youth</li> </ul>	<ul style="list-style-type: none"> <li>Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>Initiated a Healthy Internet Licensure program Reaches 15,000 Facebook members and 950 Twitter followers</li> <li>Influenced five largest internet service providers in Indonesia to adopt child-appropriate internet programming</li> </ul>
	Carlos Correa 	<b>Espacio Público</b> <ul style="list-style-type: none"> <li>Runs a research institute, an online platform and legal defense program to promote freedom of expression</li> <li>Engages academic institutions, professional journalists and ordinary citizens to strengthen awareness campaigns</li> <li>Uses online platform to model accurate reporting and hold government accountable for ensuring free speech</li> </ul>	<ul style="list-style-type: none"> <li>Venezuela</li> </ul>	<ul style="list-style-type: none"> <li>Influenced the National Telecommunications Commission's decision to not implement regulations on social networks</li> <li>Subject to government harassment for his advocacy at Espacio Publico and received letter of support from Human Rights Watch</li> </ul>

GOAL #1: Improve the infrastructure and environment within which the media operates



Fellows pursuing goal 1 generally employed **three** approaches (3/3)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p><b>3</b></p> <p>Addressing issues of government censorship</p>	<p>Chiranch Premchaiporn</p> 	<p><b>Prachatai</b></p> <ul style="list-style-type: none"> <li>Uses a decentralized online web board to foster unedited citizen dialogue in light of heightened censorship</li> <li>Created an online journalism platform, Prachatai, to professionalize citizen voices</li> </ul>	<ul style="list-style-type: none"> <li>Thailand</li> </ul>	<ul style="list-style-type: none"> <li>Trained over 100 citizen writers</li> <li>Reaches 20,000 unique readers daily</li> <li>Premchaiporn arrested and sentenced to 8 months' imprisonment for failing to remove allegedly offensive comment about Thai monarchy</li> </ul>
	<p>Omer Madra</p> 	<p><b>Acik Radio (Open Radio)</b></p> <ul style="list-style-type: none"> <li>Created and leverages a 24-hour, volunteer-run radio programming to promote democracy and independent journalism in a media environment that is not free</li> </ul>	<ul style="list-style-type: none"> <li>Turkey</li> </ul>	<ul style="list-style-type: none"> <li>Maintains a volunteer base of over 1,000 academic experts and ordinary citizens to contribute to radio programming</li> <li>Acik Radio is in its 22nd year of programming</li> </ul>
	<p>Sascha Meinrath</p> 	<p><b>Open Technology Institute</b></p> <ul style="list-style-type: none"> <li>Uses hub and spoke technology to circumvent centralized Internet Service Providers and create open, free, and secure mesh community wireless networks</li> <li>Carries out community wireless projects and campaign for internet freedom</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>Established community wireless networks in Detroit and Philadelphia</li> <li>Restored wireless connections in two dozen evacuee centers post-Hurricane Katrina</li> <li>Used mesh wireless network to enhance free speech in Egypt and Syria</li> </ul>
	<p>Juanita Leon</p> 	<p><b>La Silla Vacia</b></p> <ul style="list-style-type: none"> <li>Engages high-profile political and economic experts to blog on political power in restricted media environment</li> <li>Created "Zona De Usuario" (Users Zone) section for citizens to publish professionally edited stories</li> <li>Publishes artwork reflecting political criticism through "Esto no es Bonito" (This is Not Pretty) section</li> </ul>	<ul style="list-style-type: none"> <li>Colombia</li> </ul>	<ul style="list-style-type: none"> <li>Broke news on unconstitutional attempt by President Alvaro Uribe to serve a third term</li> <li>Reached 2 million views and 450K monthly users during election time</li> </ul>

Deep dive into profiles of Ashoka Media Fellows and their five goals



GOAL #2: Improving standards of reporting to strengthen the quality of journalism

**Definition** | Fellows pursuing this goal used trainings, data analysis and/or the development of ethics guidelines to further professionalize journalism.

Fellows generally achieved goal #2 by...

- 1 Developing professional training programs in countries that do not have a fully free and skilled press**

Designing workshops and professional curriculum to train citizens and emerging journalists in high-quality reporting that is held to the same standards of mainstream media.
- 2 Creating and disseminating accessible data for journalists**

Developing data based on research of marginalized groups and sharing information with journalists to ensure more fact based reporting is published.
- 3 Developing ethics guidelines for journalists**

Ensuring that marginalized or vulnerable communities are responsibly covered by reporters. Accessible guidelines and tools for ethical reporting are distributed and widely adopted.



## GOAL #2: Improving standards of reporting to strengthen the quality of journalism

Fellows pursuing goal 2 generally employed **three** approaches (1/2)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<b>1</b> Developing professional training programs in countries that do not have a fully free or skilled press	Cristi Hegranes 	<b>Global Press Institute/Global Press Journal</b> <ul style="list-style-type: none"> <li>Builds a network of local women journalists to report on the world's least-covered places</li> <li>Conducts intensive 6-month training program to ensure high-quality, ethical reporting</li> <li>Syndicates these stories to the mainstream media</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> <li>Global</li> </ul>	<ul style="list-style-type: none"> <li>Trained and employed 181 reporters from 26 countries</li> <li>Produced 8,500 stories and won 28 awards</li> <li>Operates more than 40 independent news bureaus globally</li> </ul>
	Jeremy Druker 	<b>Transitions Online (TOL)</b> <ul style="list-style-type: none"> <li>Builds a network of local journalists in post-soviet countries to promote professional journalism</li> <li>Administers remote and in person training for local journalists.</li> <li>Syndicates stories to mainstream, international outlets</li> </ul>	<ul style="list-style-type: none"> <li>Czech Republic</li> <li>Post-soviet nations</li> </ul>	<ul style="list-style-type: none"> <li>Trained more than 2,500 journalists between 2008 and 2013</li> <li>TOL journalists have become media multipliers, using their training to create new independent media outlets in post-soviet nation</li> </ul>
<b>2</b> Creating and disseminating accessible data for journalists	Ramzi Jaber 	<b>Visualizing Impact</b> <ul style="list-style-type: none"> <li>Developing socially aware data science, technology, and design to support accurate reporting on social issues</li> <li>Helps media, citizen organizations and higher education institutions translate data into infographics</li> </ul>	<ul style="list-style-type: none"> <li>Palestine</li> </ul>	<ul style="list-style-type: none"> <li>Infographics featured by mainstream platforms like Al Jazeera, The Guardian, and HuffPost</li> <li>Work has appeared on subway billboards, in books and in international exhibitions</li> </ul>
	Jacira Melo 	<b>Instituto Patricio Galvao</b> <ul style="list-style-type: none"> <li>Develops polls, surveys, indicators and reports that media can access through an online portal to improve reporting on women</li> <li>Created the Violence Against Women Dossier, an interactive database of research on violence against women used daily by the media</li> </ul>	<ul style="list-style-type: none"> <li>Brazil</li> </ul>	<ul style="list-style-type: none"> <li>"Where there is violence, everybody loses" campaign aired by all Brazilian TV channels</li> <li>Violence Against Women Dossier used by Public Prosecution Service of Sao Paulo to assist in domestic violence legal matters</li> </ul>

## GOAL #2: Improving standards of reporting to strengthen the quality of journalism

Fellows pursuing goal 2 generally employed **three** approaches (2/2)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<b>3</b> Developing ethics guidelines for journalists	William Bird 	<b>Empowering Children and the Media</b> <ul style="list-style-type: none"> <li>Develops social media guidelines to ensure online safety for young people</li> <li>Produced an online advocacy tool used to monitor media reporting on children</li> <li>Teaches South African Children critical media literacy</li> </ul>	<ul style="list-style-type: none"> <li>South Africa</li> </ul>	<ul style="list-style-type: none"> <li>Trains 80 children annually in media monitoring and production</li> <li>Partnered with UNICEF to create handbook for reporting on children in the media</li> <li>Successfully lobbied South African Broadcasting Corporation to increase child-friendly coverage</li> </ul>
	Hamadou Tidiane Sy 	<b>Ouestafnews / EJI-com</b> <ul style="list-style-type: none"> <li>Founded Pan African Training Institute focused on ethics</li> <li>Developed a reporting curriculum for digital content</li> <li>Improving professional practices and quality of journalism through Ethics and Excellence in Journalism program</li> <li>Institute students publish a fact-checking bulletin</li> </ul>	<ul style="list-style-type: none"> <li>Sénégal</li> </ul>	<ul style="list-style-type: none"> <li>Became the first sub-regional information site in West Africa</li> <li>Awarded Best Information Portal by West African Economic and Monetary Union for Ouestafnews' credibility, quality and independence</li> </ul>
<b>OUTLIER</b>	David Bornstein 	<b>Solutions Journalism Network</b> <ul style="list-style-type: none"> <li>Trains journalists to rigorously report on responses to problems (Solutions Journalism)</li> <li>Integrates the practice of solutions journalism into daily news and drives the adoption of solutions reporting</li> <li>Builds the solutions approach into j-school curricula</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>Over 10,000 journalists have been trained by SJN, either through a live training, or through their online curriculum</li> <li>16 news outlets joined the Philadelphia Reentry Reporting Collaborative, covering recidivism through a solutions lens</li> </ul>

Deep dive into profiles of Ashoka Media Fellows and their five goals



**GOAL #3: Ensure the media is a vehicle for civic engagement**

**Definition** | Fellows pursuing this goal sought to build communication channels between citizens and government and offer citizens concrete ways to take action in their communities.

**Fellows generally achieved goal #3 by...**

- 1 Creating edutainment programming that cultivates dialogue about social issues**  
The production of television soap operas, documentaries and other forms of entertaining content with the mission of informing and cultivating opportunities for dialogue and engagement.
- 2 Develops direct engagement between citizens and elected officials**  
Offering pathways through various platforms often digital to make it easier for citizens to become informed of public issues and communicate with government representatives about their concerns.
- 3 Engaging citizen voices in content creation**  
Publishing and developing content that is written by citizens and ensuring that professional journalists take citizen concerns and ideas into account.

GOAL #3: Ensure the media is a vehicle for civic engagement



**Fellows pursuing goal 3 generally employed three approaches (1/3)**

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<b>1</b> Creating edutainment programming that cultivates dialogue about social issues	Amy Bank	<b>Puntos de Encuentro</b> <ul style="list-style-type: none"> <li>Produced 30-minute weekly primetime TV soap opera <i>Sixth Sense</i> to raise awareness about controversial topics</li> <li>Conducted surveys with Nicaraguan youth to assess impact of Sixth Sense on attitudes and behavior change</li> <li>Created discussion guides used by citizen organizations</li> </ul>	<ul style="list-style-type: none"> <li>Nicaragua</li> </ul>	<ul style="list-style-type: none"> <li>From a sample of 1,286 Nicaraguan youth, 80% had seen Sixth Sense</li> <li>Sixth Sense was broadcast in Los Angeles &amp; 10 other Central and South American countries</li> <li>Young people who regularly watched Sixth Sense were more tolerant of taboo subjects</li> </ul>
	John Marks	<b>Search for Common Ground</b> <ul style="list-style-type: none"> <li>Uses fictional drama and real life stories to produce soap operas that illustrate peaceful alternatives to violence</li> <li>Facilitates dialogues based on soap operas to change the nature of discussion around conflict</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> <li>Conflict regions</li> </ul>	<ul style="list-style-type: none"> <li>Maintains 57 offices in 36 countries</li> <li>Engaged over 13k media professionals and 3.5K political leaders worldwide in efforts to transform conflict into cooperation</li> </ul>
	Dale Bell & Harry Wiland	<b>Media and Policy Center Foundation</b> <ul style="list-style-type: none"> <li>Produces nationally televised documentaries to inspire activism around social welfare and the environment</li> <li>Holds public screenings and community forums for audiences to engage with documentary content</li> <li>Creates websites, digital libraries and educational curricula based on documentaries to be used by citizen organizations</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>First documentary <i>And Thou Shalt Honor</i> attracted 16M viewers on PBS</li> <li>Success of "Going to Green" educational curriculum inspired PBS-supported documentary <i>Growing Greener Schools</i></li> </ul>

## GOAL #3: Ensure the media is a vehicle for civic engagement

Fellows pursuing goal 3 generally employed **three** approaches (2/3)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p>2</p> <p>Develops direct engagement between citizens and elected officials</p>	<p>Felipe Heusser</p> 	<p><b>Cidano Inteligente (Smart Citizen Foundations)</b></p> <ul style="list-style-type: none"> <li>Develops web applications to organize, visualize and share previously nonpublic information about government processes</li> <li>Built a platform for citizens to submit agenda item proposals to election candidates</li> </ul>	<ul style="list-style-type: none"> <li>Chile</li> </ul>	<ul style="list-style-type: none"> <li>Received funding from Omidyar Network, Google, United Nations and World Bank</li> <li>Received the Golden Nica award in "Digital Communications"</li> <li>Influenced the passage of legislation mandating political lobbying transparency</li> </ul>
	<p>Tom Steinberg</p> 	<p><b>MySociety</b></p> <ul style="list-style-type: none"> <li>Creates web and mobile applications that help citizens better engage with democratic processes</li> <li>Implements "Better Cities" software that allows citizens to request street maintenance, monitor public transport and locate their constituency</li> </ul>	<ul style="list-style-type: none"> <li>UK</li> <li>Global</li> </ul>	<ul style="list-style-type: none"> <li>Attracted over 500k users on "WriteToThem" web application between 2005 and 2010</li> <li>In the UK, about 60% of messages sent through web applications receive a reply from representatives</li> <li>Operates in over 40 countries</li> </ul>
	<p>Saed Karzoun</p> 	<p><b>Taghyeer</b></p> <ul style="list-style-type: none"> <li>Created web and mobile app "YouKnow" that allows for photo, video and written documentation of citizen complaints</li> <li>Enables representatives to respond directly to citizen concerns through platform</li> </ul>	<ul style="list-style-type: none"> <li>Palestine</li> </ul>	<ul style="list-style-type: none"> <li>"Information is Power" campaign led to improvement in draft of freedom of information legislation</li> </ul>
	<p>Anjali Bharadwaj</p> 	<p><b>Satark Nagrik Sangathan</b></p> <ul style="list-style-type: none"> <li>Creates report cards of legislators' performance and distributes in print media for rural communities</li> <li>Broadcasts and transcribes government sessions</li> <li>Conducts public meetings to educate the public on their right to information</li> </ul>	<ul style="list-style-type: none"> <li>India</li> </ul>	<ul style="list-style-type: none"> <li>Residents in slums gained greater access to water, sanitation, electricity and education through RTI requests</li> <li>Lobbied for Delhi government to display utilization of Local Area Development Funds</li> <li>Influenced passage of Right to Information Act of 2005</li> </ul>

## GOAL #3: Ensure the media is a vehicle for civic engagement

Fellows pursuing goal 3 generally employed **three** approaches (3/3)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p>3</p> <p>Engaging citizen voices in content creation</p>	<p>Sanjana Hattotuwa</p> 	<p><b>Groundviews</b></p> <ul style="list-style-type: none"> <li>Offers citizen journalists anonymity to encourage free speech and dissent in country with no freedom of press</li> <li>Controls content quality by employing moderation guidelines to prevent personal attacks, hate speech and obscenity</li> </ul>	<ul style="list-style-type: none"> <li>Sri Lanka</li> </ul>	<ul style="list-style-type: none"> <li>Became the first citizen journalism platform in Sri Lanka</li> <li>Was the first and only media site to break news on flooding in IDP camps</li> <li>Recognized by Freedom House for coverage of human rights</li> </ul>
	<p>Meera K</p> 	<p><b>Citizen Matters</b></p> <ul style="list-style-type: none"> <li>Publishes content from both citizen journalists and experienced freelancers</li> <li>Uses citizen complaints to inform professional reporting</li> <li>Positions readers as microfundors to ensure accountability</li> </ul>	<ul style="list-style-type: none"> <li>India</li> </ul>	<ul style="list-style-type: none"> <li>FrontlineSMS supported disaster relief efforts in Haiti and monitored elections in the Philippines, Afghanistan &amp; Nigeria</li> <li>Hosts largest nonprofit mobile-based user community</li> </ul>
<p>OUTLIER</p>	<p>Damian Osta</p> 	<p><b>La Diaria</b></p> <ul style="list-style-type: none"> <li>Runs reader supported and staff-owned cooperative newspaper and online platform to report on social causes relevant to young people</li> <li>Opened La Diaria Café restaurant to provide readers, politicians, journalists and citizen leaders with a physical space to discuss newspaper content</li> </ul>	<ul style="list-style-type: none"> <li>Uruguay</li> </ul>	<ul style="list-style-type: none"> <li>Has become the third most-read daily newspaper in Uruguay</li> <li>Reached 8K subscribers as of 2016</li> <li>Reporting on the future of education in Uruguay led to political candidates' unanimous support for decentralization of public tertiary education</li> </ul>

Deep dive into profiles of Ashoka Media Fellows and their five goals



**GOAL #4: Making media a self-sustaining business**

**Definition** | Fellows pursuing this goal developed alternative revenue streams, new approaches to financial viability for media and new business models for emerging democracies and post-conflict nations.

**Fellows generally achieved goal #4 by...**

- 1 **Developing an Online Marketplace**  
A simple and convenient portal to streamline the production process. By developing an online database for independent producers to publish content it provides mainstream outlets a resource center of more diverse content, which broadens the audience reach and advertising revenue.
- 2 **Offering Financial Assistance in Emerging Democracies**  
Offering loans, grants, and technical assistance to support the development of independent media outlets in developing countries with historically censored media.
- 3 **Creating Opportunities for Independent Media Advertising**  
Offering consulting, training, and market research to create advertising partnerships between independent media outlets in post conflict nations and international corporations looking to target emerging audiences.
- 4 **Mainstream Syndication Partnerships**  
Developing partnerships with mainstream media to license, purchase and publish content produced by a news service.

GOAL #4: Making media a self-sustaining business



**Fellows pursuing goal 4 generally employed four approaches (1/1)**

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
1 Developing an Online Marketplace	Jake Shapiro	<b>Public Radio Exchange (PRX)</b> <ul style="list-style-type: none"> <li>Hosts open online exchange to create a fair market for diverse, creative radio programming that broadens access to new revenue streams</li> <li>Supports PRX producers with sponsorship, funding, marketing, and technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>Named one of the World's Top 10 Most Innovative Media Companies (2015)</li> <li>Operates public radio's largest distribution marketplace</li> <li>Programs: The Moth, This American Life and 99% Invisible sit in iTunes top 50 podcast</li> </ul>
2 Development fund	Sasa Vucinic	<b>Media Development Loan Fund</b> <ul style="list-style-type: none"> <li>Invests in independent media organizations in emerging democracies and developing countries</li> <li>Offers loans, equity investments, loan guarantees and technical assistance grants to independent media</li> <li>Launched a security that mobilizes private investment to support free press (free press bond)</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> <li>Emerging democracies</li> </ul>	<ul style="list-style-type: none"> <li>In 2015, 60.0M people received their news from MDIF clients</li> <li>Each \$100 invested by Sasa's organization leveraged \$146 in client sales in 2015</li> <li>First social cause to be listed on major stock exchange</li> </ul>
3 Private Advertising	Klaas Glenewinkel	<b>Media in Cooperation and Transition</b> <ul style="list-style-type: none"> <li>Conducts market research to analyze local infrastructure for national advertising in transitioning nations</li> <li>Appeals to corporations by marketing independent media as corporate social responsibility</li> <li>Attracts international business advertising in post-conflict nations by selling an emerging audience.</li> </ul>	<ul style="list-style-type: none"> <li>Germany</li> <li>Iraq</li> <li>Tunisia</li> <li>Egypt</li> <li>Sudan</li> </ul>	<ul style="list-style-type: none"> <li>Operates in 15 different countries</li> <li>Signed advertising deals with Audi and BMW to support independent media</li> <li>Offered long and short-term consulting services to 24 different media training and production projects in the Middle East</li> </ul>
4 Mainstream Syndication Partnerships	Cristi Hegranes	<b>Global Press Institute /Global Press Journal</b> <ul style="list-style-type: none"> <li>Syndicates high-quality news from the world's least-covered places to mainstream media outlets with bureaus due to high operations costs</li> <li>Created Global Press News Service (GPNS) for media outlets, businesses and NGOs to purchase stories, videos, photos, and audio content produced by GPI journalists</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> <li>Global</li> </ul>	<ul style="list-style-type: none"> <li>Reaches 20M monthly readers via direct and syndicated distribution channels</li> <li>Built syndication partnerships with Vice Media, PBS, News Deeply, Indigenous Radio Network and Big News Network</li> <li>Syndicated stories to more than 160 partners in 3 languages in 2016</li> </ul>

Deep dive into profiles of Ashoka Media Fellows and their five goals



**GOAL #5: Increasing media literacy by providing public with diverse & representative content**

**Definition** | Fellows pursuing this goal work with youth and/or other marginalized groups to provide alternative narratives to mainstream reporting while ensuring that media is more reflective of the public.

**Fellows generally achieved goal #5 by...**

- 1 Improving coverage of underrepresented stories and communities**  
Training marginalized groups in media production, professionalizing alternative media outlets for minority groups and partnering with mainstream media to ensure accurate, widespread coverage of underrepresented groups
- 2 Positioning young people as valuable participants in shaping public discourse**  
Training youth as professional reporters and critical consumers of media, legitimizing youth voices, offering young people a platform to share their stories, and developing opportunities to engage young people in their communities.
- 3 Developing alternative content to negative news**  
Building online platforms and databases dedicated to publishing and disseminating content focused on solutions and developing global support for an alternative to the mainstream negative news.

GOAL #5: Increasing media literacy by providing public with diverse and representative content



**Fellows pursuing goal 5 generally employed three approaches (1/5)**

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p><b>1</b></p> <p>Improving coverage of under-represented stories and communities</p>	<p>Trabian Shorters</p> 	<p><b>BeMe Community</b></p> <ul style="list-style-type: none"> <li>Creates avenues to showcase Black men's everyday contributions to the wellbeing of society</li> <li>Holds TED-like talks to highlight members' work</li> <li>Provides content to mainstream media to dispel stereotypes of Black men</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>Manages network of 40K+ active contributors</li> <li>Published a New York Times Bestseller- <i>Reach: 40 Black Men Speak on Living, Leading and Succeeding</i></li> <li>Member stories were featured in NBC and Huffington Post</li> </ul>
	<p>Jessica Mayberry</p> 	<p><b>Video Volunteers</b></p> <ul style="list-style-type: none"> <li>Connects mainstream media to stories from rural communities with limited access to internet</li> <li>Trains rural residents in video reporting</li> <li>Built and maintains a video database for mainstream media use</li> </ul>	<ul style="list-style-type: none"> <li>India</li> </ul>	<ul style="list-style-type: none"> <li>Local production units produce one magazine every 8 weeks, reaching an audience of 5K</li> <li>Professionalizing content about and by rural populations</li> </ul>
	<p>Alfredo Olivera</p> 	<p><b>Radio La Colifata (Loony Radio)</b></p> <ul style="list-style-type: none"> <li>Produces a radio program within a hospital to dispel mental illness stereotypes</li> <li>Engages patients to produce and share their stories</li> <li>Uses content to feed a 24-hour radio channel</li> </ul>	<ul style="list-style-type: none"> <li>Argentina</li> </ul>	<ul style="list-style-type: none"> <li>1K regular listeners call in or send comments</li> <li>Became the first radio station ever to broadcast from inside a mental hospital</li> <li>50 stations in Latin America, Europe and Asia have used the Radio La Colifata model</li> </ul>
	<p>Marc Chebsun Sonnino</p> 	<p><b>Respect Mag</b></p> <ul style="list-style-type: none"> <li>Created a magazine and online platform to change public perception of minorities</li> <li>Conducts public editorial meetings to ensure relevant issues are presented</li> <li>Publishes high-quality imaging and design to dispel negative stereotypes of minority-led media</li> </ul>	<ul style="list-style-type: none"> <li>France</li> </ul>	<ul style="list-style-type: none"> <li>Recognized by the UN and UNESCO as one of the leading media innovations dedicated to diversity</li> <li>Reaches 40k readers quarterly and 30K online users monthly</li> </ul>

GOAL #5: Increasing media literacy by providing public with diverse and representative content



Fellows pursuing goal 5 generally employed **three** approaches (2/5)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p><b>1</b></p> <p>Improving coverage of under-represented stories and communities</p>	<p>David Bornstein</p> 	<p><b>Solutions Journalism Network</b></p> <ul style="list-style-type: none"> <li>Disseminates solutions stories across society</li> <li>Helps reporters bring attention and rigor to stories about responses to problems</li> <li>Provides guidance on solutions oriented reporting modules aimed at beats, issue areas, and different media.</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>8,815 people joined in a live training or used online training</li> <li>38 news organizations participated in core training workshops</li> <li>6 journalism schools integrated the solutions approach into course curricula</li> </ul>
	<p>Maysoun Gangat</p> 	<p><b>96 Nisaa FM</b></p> <ul style="list-style-type: none"> <li>Developed a daily radio program to showcase female role models and promote women's equality</li> <li>Hosts stakeholders from multiple sectors- government, religious, academic</li> <li>Trains women in media production and journalism</li> </ul>	<ul style="list-style-type: none"> <li>Palestine</li> </ul>	<ul style="list-style-type: none"> <li>96 Nisaa FM is the first commercial women's radio station in the MENA region</li> <li>Radio programming inspired women's worker groups in Jordan Valley to organize and defend their rights</li> <li>First Palestinian recipient of Schwab Fellowship</li> </ul>
	<p>Halime Guner</p> 	<p><b>Local Women Reporters Network</b></p> <ul style="list-style-type: none"> <li>Built network of women reporters to increase reporting on women's issues</li> <li>Trains women in journalism, ethics and media literacy</li> <li>Hosts an International Women's Film Festival to highlight female directors</li> </ul>	<ul style="list-style-type: none"> <li>Turkey</li> </ul>	<ul style="list-style-type: none"> <li>Includes 500+ reporters in more than 50 cities</li> <li>CNN Turkey and Bianet.org have recruited member reporters</li> <li>Inspired citizen journalism projects by Turkey's state-run broadcaster and NGO Kaos</li> </ul>
	<p>Karen Woreman</p> 	<p><b>Museu da Pessoa (Museum of Persons)</b></p> <ul style="list-style-type: none"> <li>Created a framework for people to document and share their narratives</li> <li>Developed the Social Technology of Memory methodology to build, organize and socialize stories</li> <li>Built and maintains a virtual museum to host stories as a resource for historians, researchers, authors and media</li> </ul>	<ul style="list-style-type: none"> <li>Brazil</li> </ul>	<ul style="list-style-type: none"> <li>Inspired 3 international physical museums</li> <li>Includes 14K life stories in the virtual museum</li> <li>Integrated narrative methodology curriculum into Brazilian schools</li> </ul>

GOAL #5: Increasing media literacy by providing the public with diverse and representative content







Fellows pursuing goal 5 generally employed **three** approaches (3/5)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p><b>2</b></p> <p>Positioning young people as valuable participants in shaping public discourse</p>	<p>Jailson de Souza e Silva</p> 	<p><b>Observatório de Favelas (Slums Observatory)</b></p> <ul style="list-style-type: none"> <li>Partners with universities to provide opportunities for Favela youth to research and report on their communities</li> <li>Connects Favela youth with research resources and journalism training at higher-education institutions</li> </ul>	<ul style="list-style-type: none"> <li>Brazil</li> </ul>	<ul style="list-style-type: none"> <li>40 universities have replicated Silva's model</li> <li>Information and statistics compiled on favelas used by the Institute for Applied Economic Research and Brazilian Institute of Geography and Statistics</li> </ul>
	<p>Anna Penido</p> 	<p><b>Cipó-Comunicação Interativa/ Instituto Inspirare</b></p> <ul style="list-style-type: none"> <li>Trains disadvantaged youth in media skills and distributes their content</li> <li>Connects actors from the social, government and private sectors with youth journalists</li> <li>Trains public school teachers to teach media skills</li> </ul>	<ul style="list-style-type: none"> <li>Brazil</li> </ul>	<ul style="list-style-type: none"> <li>Introduced 2K trained young people to the journalism sector in Brazil</li> <li>Youth journalists involved in programming have produced 503 media products</li> <li>Implemented youth media training in 258 schools and 19 universities</li> </ul>
	<p>Anshul Tewari</p> 	<p><b>Youth KiAwaaz</b></p> <ul style="list-style-type: none"> <li>Created a platform for young people to share their stories</li> <li>Created an online journalism training program</li> <li>Cultivates an environment where youth feel comfortable writing about taboo topics</li> </ul>	<ul style="list-style-type: none"> <li>India</li> </ul>	<ul style="list-style-type: none"> <li>Training program was replicated by Buzzfeed</li> <li>75K writers have contributed to his platform</li> <li>YouthKiAwaaz receives 4M views/month</li> </ul>
	<p>Ahmed El Hawary</p> 	<p><b>Bashkatib</b></p> <ul style="list-style-type: none"> <li>Supports young people in developing their own community media outlets.</li> <li>Developed a 2-year intensive course for youth with hands-on experiences and management training</li> <li>Built an online platform to publish the work of the community media outlets.</li> </ul>	<ul style="list-style-type: none"> <li>Egypt</li> </ul>	<ul style="list-style-type: none"> <li>Each youth outlet prints and distributes 5K copies of their publication monthly</li> <li>Engages well-known, local, professional mentors from the media to lead trainings</li> </ul>

GOAL #5: Increasing media literacy by providing the public with diverse and representative content







Fellows pursuing goal 5 generally employed **three** approaches (4/5)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p><b>2</b></p> <p>Positioning young people as valuable participants in shaping public discourse</p>	<p>Saed Karzoun </p>	<p><b>Taghyeer</b></p> <ul style="list-style-type: none"> <li>Creates avenues for youth to dispel negative stereotypes about Palestine</li> <li>Uses his Blogger Bus to offer Palestinian youth internet access to share their stories online</li> <li>Shares writing skills through YouTube training</li> </ul>	<ul style="list-style-type: none"> <li>Palestine</li> </ul>	<ul style="list-style-type: none"> <li>The blogger bus took activists to report in Jordan Valley, a region where media do not usually visit</li> <li>The Blogger Bus initiative was nominated for the Hult prize</li> </ul>
	<p>Daniel Raviolo </p>	<p><b>Comunicação E Cultura</b></p> <ul style="list-style-type: none"> <li>Created an online platform- Jornal Escolar- to provide free lesson plans for school newspapers to train youth journalists</li> <li>Encourages children to take initiative in developing their own news themes</li> </ul>	<ul style="list-style-type: none"> <li>Brazil</li> </ul>	<ul style="list-style-type: none"> <li>In 2014, 59 school newspapers were published using these lesson plans</li> </ul>
	<p>Paulo Lima </p>	<p><b>Viração Magazine</b></p> <ul style="list-style-type: none"> <li>Facilitate youth discussions about public policy and social issues by partnering with NGOs and government.</li> <li>Provides training for youth reporters on production techniques and ethical reporting standards</li> <li>Incorporates service learning to improve youth reporting.</li> <li>Established Youth Press Agency (weekly online magazine) as a distribution channel for youth content.</li> </ul>	<ul style="list-style-type: none"> <li>Brazil</li> </ul>	<ul style="list-style-type: none"> <li>Programs have engaged 2K young people in civic engagement and reporting in 5 different countries</li> </ul>
<p><b>3</b></p> <p>Developing alternative content to negative news</p>	<p>Michael Gleich </p>	<p><b>Culture Counts Foundation</b></p> <ul style="list-style-type: none"> <li>Created a global network of journalists to publish stories highlighting peacemaking efforts</li> <li>Partners with mainstream for content distribution</li> <li>Developed reporting standards to ensure quality and balanced content</li> </ul>	<ul style="list-style-type: none"> <li>Germany</li> <li>Conflict regions</li> </ul>	<ul style="list-style-type: none"> <li>Furthered the project by founding Peace Counts on Tour, where journalists travel to showcase their work on peacemaking in the featured conflict region</li> </ul>

GOAL #5: Increasing media literacy by providing the public with diverse and representative content



Fellows pursuing goal 5 generally employed **three** approaches (5/5)

APPROACH	FELLOW	FELLOW'S ORGANIZATION & APPROACH	REACH	RESULTS TO DATE
<p><b>3</b></p> <p>Developing alternative content to negative news</p>	<p>Cristián Mackenna </p>	<p><b>El Definido</b></p> <ul style="list-style-type: none"> <li>Created an online platform for reporting on solutions.</li> <li>Built a team of non traditional reporters from diverse social and professional backgrounds</li> <li>Encourages journalists to engage with readers by responding to questions in the comments section</li> </ul>	<ul style="list-style-type: none"> <li>Chile</li> </ul>	<ul style="list-style-type: none"> <li>200K unique monthly visitors</li> <li>160K followers on Facebook</li> </ul>
	<p>Christian de Boisredon </p>	<p><b>SparkNews</b></p> <ul style="list-style-type: none"> <li>Recruits global publishers and editors-in-chief that dedicate one edition per year of their national, daily newspapers to solutions oriented content</li> <li>Maintains a user-contributed, video database of positive news stories to serve as a resource center for journalists</li> </ul>	<ul style="list-style-type: none"> <li>France</li> </ul>	<ul style="list-style-type: none"> <li>55 major national media outlets reaching over 100M people participate in Impact Journalism Day</li> <li>1200 videos uploaded to the online platform</li> </ul>
	<p><b>OUTLIERS</b></p>	<p>Jake Shapiro </p>	<p><b>Public Radio Exchange (PRX)</b></p> <ul style="list-style-type: none"> <li>Launched Public Radio Talent Quest competition to attract and support diverse producers with no public radio experience and increase the range of voices in public radio</li> <li>Created podcast network Radiotopia to provide a publishing platform for independent producers of diverse content</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>
<p>Katie Orenstein </p>		<p><b>The Op-Ed Project</b></p> <ul style="list-style-type: none"> <li>Year-long Public Voices Fellowship to train underrepresented academics in writing and pitching opinion editorials to increase the range of voices and quality of ideas in the mainstream media</li> <li>Supports participants in publishing their work in major news outlets by developing partnerships and working within their editorial guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>USA</li> </ul>	<ul style="list-style-type: none"> <li>Trained 12,000 people (mostly women) in editorial writing</li> <li>A participant's op-ed on white rage was Washington Post's most-read of 2016</li> <li>Each fellowship produces 100 pieces reaching between 1M and 10M readers</li> </ul>

## About the Authors



### **Laxmi Parthasarathy**

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Laxmi Parthasarathy is the Director of Global Media Partnerships for Ashoka: Innovators for the Public. Laxmi is also a media development professional, a former Boehm Media Fellow, and the current Vice Chair of the board of Crossroads International, a leading Canadian international development organization.

Laxmi worked in Swaziland as the communications leader for the country's only gender-based violence prevention NGO, where she developed and executed national media campaigns, co-produced a national radio program, and built local journalism capacity.

In 2007, Laxmi founded MY ROOTS, a Toronto based newspaper, and has worked on media, communications, and development projects in Canada, India, Rwanda, Mexico and the UK. She has delivered lectures on Social Entrepreneurship, Media Development, and the Future of Journalism at Harvard University, the University of Michigan, and Deutsche Welle Global Media Forum. She received a BA from Carleton University and an MSc from the London School of Economics and Political Science. In 2008 she was awarded Top 20 Under 20 in Canada.



### **Michael Gordon**

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Dr. Michael Gordon is the Arthur F. Thurnau Professor of Social Entrepreneurial Studies at the Ross School of Business, University of Michigan, where he teaches social entrepreneurship and social finance. He is the faculty director of the Center for Social Impact.

He has had broad experience helping organizations around the world address societal problems, partnering with prominent scholars, nonprofits, and social businesses. He supports students and others in launching and running nonprofits and social enterprises.

He is author of the books *Social Enterprise and Sustainable Business: Design Your Life, Change the World* and *Inclusivity: Will America Find its Soul Again?* His forthcoming book, *What I Wish I Knew Then: What Social Entrepreneurs Can Tell Us*, distills lessons from more than one hundred social entrepreneurs he has interviewed in depth.

He is interested in fostering inclusive communities in the United States, especially Detroit, and creating formative experiences for the rising generation of changemakers. Online at: [profmichaelgordon.com](http://profmichaelgordon.com).

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