



Phase 1 Report

Bloomberg Media Initiative Africa



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Cover: Medina Dauda and Adesuwa Onyenokwe, Media Fellows, Class 2 (Nigeria); Vernon Wessels, Bloomberg L.P. Editor and Faculty; Bella Genga, Bloomberg News Reporter and FJT Alumna (Kenya); Sheena Adams, FJT Alumna (South Africa); FJT Delegate (Nigeria).

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Executive summary

Information has the power to transform economies. From reliable data to accurate reporting, access to information plays a critical role in promoting transparency and accountability – ultimately helping to advance markets, inspire new investment and encourage economic development. Africa is seeing an increasing demand for information fueled by a growing middle class and new investors; the continent's continued progress relies on increasing the availability of timely and accurate information.

In 2014, Michael R. Bloomberg – founder of Bloomberg L.P., philanthropist, and 108th Mayor of New York City – launched an initiative to do just that. Bloomberg Media Initiative Africa (BMIA), sponsored by Bloomberg Philanthropies and supported by the Ford Foundation, is a pan-African program to advance business journalism by building media capacity, convening African and international leaders, and improving access to financial information in Africa. BMIA uses a multi-pronged approach – post-graduate training, fellowships, forums, and support for community journalism – to emphasize the catalyzing role business journalism can play in attracting international investment. In doing so, BMIA aims to increase the number of business and financial journalists, and support the use of economic data to improve reporting in Africa.

Underpinned by partnerships, the BMIA team collaborated with local experts, media houses, African NGOs, and faculty from the continent's leading business and journalism schools to develop and deliver the initiative. It targeted Africa's three leading economies: Kenya, Nigeria, and South Africa, and directly impacted more than 1,000 key individuals, the media outlets they influence, and the people they serve.



Michael R. Bloomberg at the launch of the Bloomberg Media Initiative Africa in Johannesburg, South Africa February 2014.

"The Bloomberg Media Initiative Africa will foster collaboration, support professional growth and nurture the leaders who are contributing to the continent's very bright future."



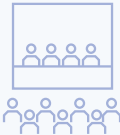

**Michael R. Bloomberg, Founder,
Bloomberg L.P., Philanthropist and
108th Mayor of New York City**

Since 2014, BMIA's four core programs: the Financial Journalism Training (FJT) Program, the Media Fellowship, the Africa Business Media Innovators Forum (ABMI), and the Community Media Fund (CMF) – have achieved a number of significant, measurable successes:

- 568 participants graduated from the flagship cross-disciplinary FJT Program
- 45 mid-career professionals completed BMIA's hands-on Media Fellowship
- More than 300 industry and world leaders convened for BMIA's first three forums
- 10 organizations received grants to develop civic-minded ventures through the CMF

- 3 of the 6 business and journalism schools that offered BMIA's post-graduate business journalism training have elected to permanently adopt the course, ensuring that future journalists will contribute to the development of a globally competitive media and financial reporting sector while continuing to promote transparency, accountability, and good governance in Africa

In the future, BMIA will extend and deepen this impact with new offerings, including an online training program and new workshops targeting university faculty and senior government and business executives. The initiative will also bring its existing programs to new markets – through the continuation of the global forum, a second round of CMF grants, and plans for expanding the FJT Program into Cote d'Ivoire, Ghana, Senegal, Tanzania, and Zambia.

BMIA Programs			
 <p>Financial Journalism Training (FJT)</p>	 <p>Media Fellowship</p>	 <p>Africa Business Media Innovators Forum (ABMI)</p>	 <p>Community Media Fund (CMF)</p>

BMIA objectives

- Build media capacity by expanding the number of well-qualified African business and financial journalists through training and leadership development
- Promote quality financial, business, and data-driven media coverage relevant to Africa's investment and economic growth
- Convene leaders to promote dialogue, build cross-border relationships, and share best practices
- Promote the link between business, financial reporting, transparency, accountability, and economic growth

Long-term goals

- Create an informed citizenry, able to understand and influence policies that affect their lives
- Accelerate international investment and inclusive economic growth
- Make a significant contribution to human development on the continent



Trevor Ncube, Michael R. Bloomberg, Professor Rahmon Ade Bello, Achmat Dangor at the launch of the Bloomberg Media Initiative Africa in Johannesburg, South Africa, February 2014.

Bloomberg Media Initiative Africa: background

In 2013, the BMIA research team conducted more than 100 interviews to identify challenges unique to Africa and effective ways to address them. BMIA Program Director Erana Stennett advocated for the initiative internally at Bloomberg and championed this initial research. Her success in securing internal buy-in also enabled the BMIA team to capitalize on the company’s employees in

service of the initiative, including in-house experts and volunteers. Synergos, a leading NGO specializing in reducing global poverty, was also instrumental in the research and implementation process.

After months of stakeholder engagement, three key areas for support and development were identified, outlined in the chart below:

Theme	Findings
Build Capacity	BMIA identified an opportunity to build skills among financial journalists and data professionals, encouraging greater focus on business and financial journalism among media owners, managers, universities, journalists, and editors in Africa
Promote Peer Exchange	Feedback highlighted the benefits of creating a platform for sharing knowledge and experience on the continent – connecting leaders with each other, emerging trends, and worldwide best practices
Increase Reliable Data	Research indicated an opportunity to increase access to timely and accurate data and information in Africa

After extensive interviews with key stakeholders in the media and education sectors, coupled with research and observations, several key insights surfaced:

- There was a need to expand the pool of working journalists knowledgeable about subjects important for effective business and financial reporting; this need resulted in part from limited economic, financial, and business journalism training at the university level and on the job
- Shallow analysis, especially in local and community media
- Greater access to timely and more useful data and information would be an important enabler to economic and human development
- There was a need for greater gender diversity, and, in some markets, ethnic diversity
- An opportunity to provide greater access to timely and more useful data and information
- An opportunity to increase multi-stakeholder dialogue and collaboration among those who make and cover the news globally
- There would be value to investing in the community media sector, which plays an important role in bringing news and information to underserved communities

Ultimately, the FJT Program, the Media Fellowship, the ABMI, and the CMF were developed to support the objectives of building media capacity and increasing reliable data as well as encouraging collaboration on the continent.

The FJT Program is BMIA's core program for improving business and financial journalism; it was developed in response to research showing an opportunity to increase journalists' capacity in this area. The BMIA team supported a group of distinguished African academics in creating a multi-disciplinary FTP curriculum focusing on practical application; the program helps build participants' financial and business knowledge and technical expertise.

In addition to reporters and mid-level professionals, editors and established professionals also need to understand the importance of improved data-driven

coverage of business and financial issues. This realization led to the development of the complementary Media Fellowship, which provides leadership development and training in business reporting to editors, mid-level professionals, and other senior media professionals.

BMIA's third program, the ABMI, connects media owners and operators with business, government, technology, and civil society leaders by providing a platform for high-level, cross-sector interaction regarding business, financial journalism, and new media.

Additionally, the Ford Foundation recommended that the BMIA team consider supporting community media at the grassroots level, leading to the creation of the CMF to advance citizen and community reporting on financial and economic issues.

Partnership: collaborating for maximum impact

Bloomberg Philanthropies works with partners around the world, concentrating resources where they are most impactful; the BMIA followed this approach.

The Ford Foundation, an independent, nonprofit grant-making organization, has worked for 80 years with courageous people on the front lines of social change worldwide, guided by its mission to strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement.

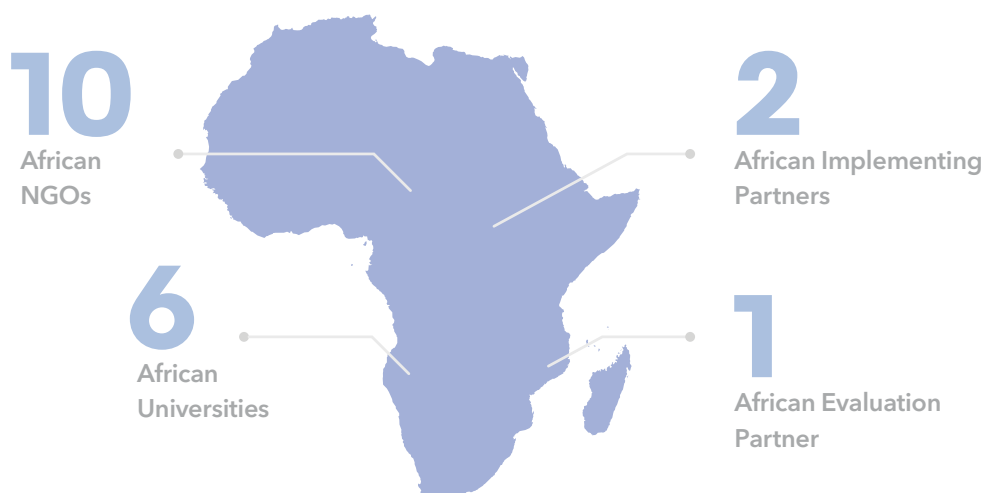
The Ford Foundation collaborated with the BMIA team, providing expertise, funding, and support for the development and implementation of the first three programs.

The BMIA and the Ford Foundation teams worked closely with in-country partners, consultants, academic faculty, and advisors to conceptualize, develop, launch, implement, and evaluate each BMIA program. As a partner-led initiative, all stakeholders – from university partners to students to African media houses – are responsible for contributing to BMIA's success and to driving business and financial journalism in Africa.

The decision to work with in-country partners was deliberate to ensure that:

- Programs can efficiently build in-country capacity
- Programs reflect the specific needs of the local industry
- Programs can efficiently attract interest and participants within each market
- Implementing program teams gain experience and knowledge about ways of working in-country
- Programs can serve as a platform to showcase talent across Africa
- Partner schools and universities understand the underlying structural and curriculum limitations and become uniquely qualified to address them today and into the future

BMIA Partners



Bloomberg Media Initiative Africa Partners:

University of Pretoria, Gordon Institute of Business Science

Rhodes University School of Journalism and Media Studies

Pan-Atlantic University, Lagos Business School

University of Lagos Department of Journalism and Mass Communication

Strathmore Business School

University of Nairobi, School of Journalism and Mass Communications

Africa Leadership Initiative

Hivos

support the initiative and help BMIA achieve its goals. Volunteers leveraged their financial media, visualization, and data analytics skills to contribute across the entire program. Fifty-nine Bloomberg employees, across seven departments and 11 cities globally, volunteered for BMIA.

Evaluation

To assess program impact, the BMIA team commissioned Khulisa Management Services (an independent evaluator based in South Africa) to evaluate the effectiveness of the FJT and Media Fellowship. Khulisa, with implementing program partners, conducted pre- and post-program tests to evaluate skills and measure knowledge acquisition. To analyze program milestones, Khulisa used a variety of best-practice research methods, including: observational analysis, interviews, questionnaires, knowledge assessment tests, and document reviews. 9

Through the **Best of Bloomberg**, the company's employee volunteer program, Bloomberg staff had an opportunity to



Delegates in the FJT program in Lagos, Nigeria.

Financial Journalism Training

Background

The Financial Journalism Training (FJT) Program is Bloomberg Media Initiative Africa's (BMIA) flagship program. This program was developed in response to the BMIA team's research that identified the need for a program that increases the number of skilled financial journalists and analysts who embrace a data-driven journalism culture.

FJT incorporates content from a variety of subject areas – financial journalism, financial markets, data analysis and interpretation, accounting and finance, economics, media landscape, public policy – into a part-time, six-month certificate program offered to journalists and mid-career professionals in communications, business, government, and civil society. Firmly rooted in African market realities, the custom curriculum focuses on specific data-driven topics while expanding Delegates' knowledge of financial and economic reporting.

The program was launched in April 2015 with underwriting from Bloomberg Philanthropies and support from the Ford Foundation. The BMIA team collaborated with a consortium of preeminent journalism and business schools in Kenya, Nigeria, and South Africa to design and deliver this innovative, integrated, and practical world-class training program.



Adelaide Changole, Bloomberg News Reporter and FJT Alumna (Kenya).



Cherian Thomas, Bloomberg Training Editor, teaching on the FJT program.

"As Bloomberg News reporters, my colleagues and I were able to volunteer our time and share our experience and expertise by designing and delivering the Financial Journalism and Media Landscape modules."

**Cherian Thomas, Training Editor,
Bloomberg News**

Program Development

Partnership

The BMIA team selected the Gordon Institute of Business Science (GIBS), University of Pretoria in Johannesburg, South Africa, to serve as the Secretariat for the FJT. The GIBS Custom Programs Unit is experienced in designing and delivering interventions tailored to existing and potential leaders in eight countries across Africa. BMIA leveraged this know-how, partnering with GIBS to design, co-create, and manage the delivery of the customized BMIA FJT Program. GIBS also oversaw marketing and recruitment, student selection, student registration, financial reporting, and internal program assessment.

To run the program, the Secretariat worked with the BMIA team, a University Consortium (made up of faculty from six universities, including GIBS), and Country Program Management Teams.

Working through African academic partners enabled the FJT to leverage established networks and regional experience, ensuring the program appropriately and efficiently engaged participants.

Development Workshops

The BMIA team held pre-delivery workshops to strategize, plan, design, and operationalize the FJT. The first three workshops brought together faculty from the six partner universities to develop the Training's strategic approach, including a curriculum development process for each of the seven modules and a framework for faculty and Delegate learning guides. Two additional workshops helped refine the program. All the workshops utilized the knowledge of African and global leaders.

These workshops were critical in helping the BMIA team identify and define the FJT's seven guiding principles:

- Rigor, accuracy, truth-seeking
- Social justice and awareness
- Democratic values
- Innovation
- Inclusivity (subject matter, target audiences)
- Integrity and ethics
- Environmental impacts

"This effort to deepen the coverage of complex issues holds the promise of advancing good governance and transparency, strengthening civil society organizations and providing the citizens of South Africa, Kenya and Nigeria with crucial information to bolster their democracies."

Darren Walker, President, Ford Foundation

Development Workshop Structure

Strathmore Business School,
Nairobi, Kenya

14 2014

Attendees March

Results

The FJT design architecture was drafted, including:

- ✓ Program aims and objectives
- ✓ Course content / topics
- ✓ Course structure - number of modules, timing, order of content
- ✓ Learning method consideration
- ✓ Guiding principles and decision-making framework

The Ford Foundation Office,
Lagos, Nigeria

17 2014

Attendees June

Results

Program's structure was refined

- ✓ Program flow and content revised
- ✓ Content focus areas summarized
- ✓ Modules and themes revised
- ✓ Content development roadmap approved

Gordon Institute of
Business Science,
Johannesburg, South Africa

23 2014

Attendees August

Results

- ✓ Curriculum Modules finalized and approved
- ✓ Faculty and University Consortium roles in pre-delivery, marketing, and program implementation defined
- ✓ Learner workbook and facilitator development approach finalized

Houghton Boardroom,
Johannesburg, South Africa

19 2015

Attendees November

Results

- ✓ Acknowledged and celebrated successes
- ✓ Exchanged ideas and suggestions
- ✓ Clarified roles and responsibilities for future program delivery
- ✓ Shared changes to the program and outlined future timelines
- ✓ Reconnected and built community among convening attendees

Gordon Institute of
Business Science,
Johannesburg, South Africa

31 2016

Attendees November

Results

- ✓ Shared ideas and knowledge around the best and most engaging types of presentations
- ✓ Created commonality in Faculty presentations
- ✓ Developed FJT module enhancer checklists
- ✓ Provided insight into program administration, monitoring, and evaluation
- ✓ Prepared BMIA FJT Faculty for the final Phase 1 intake
- ✓ Improved Faculty capacity in program technologies, including the Bloomberg Technical and ASPIRE learner management system

Implementation

Recruitment

Advance marketing built interest in the program and an application portal was created to allow easy online application. Minimum qualification standards were set; applicants had to submit a writing sample, have a recognized degree or diploma, be computer literate, and have basic financial numeracy (measured by a pre-course assessment). Delegates' pre-course assessment covering all curriculum module topics were later compared with a post-program assessment to gauge knowledge acquisition.

The Training's four intakes garnered more than 1,400 applications, with the total number of applicants increasing steadily from 186 for Intake 1 to almost three times that for Intake 4. The last two classes had a record number of applicants, demonstrating the significant positive impact of word-of-mouth: after the first two classes, 49% of applicants indicated that they had learned of the program from colleagues or alumni.

- BMIA team contacted media houses and purchased advertisements
- Marketing consultant worked with the Secretariat
- Partners harnessed their internal marketing teams to introduce program to regional university alumni
- University Consortium members used their social media channels, websites, and newsletters to share details about program and create awareness in each market
- Print brochure and press releases supported the marketing campaign

FJT Intake 1 South Africa Alumni: Prinesha Naido and Sheena Adams



Program Delivery

Development workshops resulted in seven FJT modules that covered critical issues on the continent, while enhancing participants’

ability to interpret and explain economic and financial data.

Financial Journalism Training Modules



Public Policy
and Regulation



Financial
Journalism



Financial
Markets



Accounting
and Finance



Data Analysis
and Interpretation



Economics



Media
Landscape

The group next agreed on a consistent classroom experience and formalized program delivery: pre-readings, in-class lectures, syndicate assignments, and take-home assignments. The University Consortium also developed workbooks and facilitator guides for Faculty; these provided an implementation framework flexible enough to contextualize the program in various countries.

At the university level, the Secretariat used in-country teams to manage on-the-ground operations. A Country Program Manager and Country Program Coordinator managed day-to-day operations in each market; a curriculum integrator oversaw delivery of the training program in each class to ensure Faculty were meeting course objectives.

The Secretariat instituted a centralized online learning management system that enabled Faculty and Delegates from across Africa to download readings, upload completed assignments, and access their grades. This platform also provided Faculty with facilitator guides, record-keeping documents, and attendance trackers.

The FJT curriculum was endorsed by the Nigerian Press Council and Kenyan Press Council and accredited by South Africa’s Rhodes University School of Journalism and Media Studies.

BREAKAWAY:

Supporting the Financial Journalism Training (FJT) with Bloomberg Expertise

In addition to calling on a number of African partners to develop and implement the FJT, Bloomberg Media Initiative Africa (BMIA) leveraged internal resources from Bloomberg L.P. to increase the program's value:

- Bloomberg News reporters volunteered their time to design and deliver the FJT and Media Landscape modules
- Delegates received copies of *The Bloomberg Way*, a guide for reporters and editors written by Matthew Winkler, Editor-in-Chief Emeritus, Bloomberg News
- Delegates received a free subscription to the Bloomberg Terminal®, a leading financial and business information system that provides access to financial data and information

Program Outcomes



568 Graduates

13 African countries

95% Graduation rate

114 Media houses participated

1,000 Pages of study material developed

216 Total lecture days held

1,409 Applications received

40 30 academics, plus 10 support staff, taught and provided administrative support

99%

of **491** Delegates recommended the program to others

96%

of **60** employers reported that the FJT met their overall expectations

The Training attracted individuals from 13 countries in Africa. Each class received 19 days of training over six months; this part-time schedule allowed participants to work while learning new skills.

Guest speakers, interactive presentations, videos, and internet-based learning ensured a dynamic classroom. Localized case studies were used to engage Delegates, while class auditing by the Secretariat, Bloomberg, and Khulisa Management Services resulted in improvements throughout the program.

Based on feedback, future intakes introduced:

- An orientation day at program's start
- Baseline and endline tests to assess changes in knowledge
- Three-day study blocks (instead of five) to minimize absenteeism
- A financial journalism assignment to evaluate Delegate writing
- Updated curriculum, including more pan-African case studies
- More centralized venues with improved internet connectivity
- Upgrades to the application portal
- Online class attendance rosters
- Better program management and budget tools and support for partners and Faculty

- Full-time Country Program Management Teams
- Increase funding for Secretariat and Marketing travel
- Improved financial tracking systems
- Dedicated data analyst
- Increased training for Online Curriculum Portal and Bloomberg Terminal

To further improve the quality of economic and business reporting, Delegates were afforded specific learning opportunities, including instruction in data analysis. Delegates were granted access to the Bloomberg Terminal, which provided them with real-time data for their classroom and work assignments. Bloomberg staff were available to help participants with Terminal functions, while financial journalism lectures further underlined the significance of and importance attached to quality and data-driven outputs. Most Delegates reported that these supports improved their performance in the FJT, with 94% stating that having access to economic data on Africa was a valuable part of the program.

Training graduates improved both their skills and knowledge – especially in financial journalism, data analysis, and financial reporting. Since completing the program, graduates have been hired at 21 leading African media outlets.

Spotlight: Data in Action

Data's Role in Program Management

Data played a critical role in refining the Financial Journalism Training (FJT). By creating and sharing systems to help partners collect – and then interpret – data, the Bloomberg Media Initiative Africa (BMIA) team was able to make adjustments and improve the program in real time:

Recruitment	Data helped the team ensure that qualified candidates were targeted and selected for the program.
Attendance	Attendance data revealed patterns of absenteeism. The data showed more absences on Mondays and Fridays, leading to the restructuring of schedules and study blocks and ultimately improving attendance.
Assignments	Delegate compliance and performance was tracked and managed with data, including data on assignments through assignment submissions.

“Bloomberg was very keen to make this a partnership and through our partnership build capacity with us.... It was a demanding project and we learned a lot. The students who came on the program really, really learned how to be better at what they were doing.”

Dr. Lucy Voss-Price,
Former Director of Custom Programs, GIBS & BMIA Secretariat Director

Media Landscape: The Groundwork

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Centre for
Development Studies



University of Nairobi

POWER UP
YOUR
FINANCIAL
JOURNALISM
CAREER



Samson Burgel

Philip Keitany

Felix Njini

evan Mungu

Dr. George Nyabuga teaching Media Landscape
to FJT Delegates in Nairobi, Kenya.



Class 2 Media Fellows, Moderators at Seminar 2 in Naivasha, Kenya.

Media Fellowship

Background

The Media Fellowship – the second of Bloomberg Media Initiative Africa’s (BMIA) four core programs – focused on editors, managing editors, and newsroom leadership in order to build a cohort of established experts who could advocate for best practices in their home markets. Senior-level media staff and editors (instrumental in determining what news stories run) can foster innovation at their various media houses, encourage investigative and data-driven stories, and influence others.

In partnership with the Africa Leadership Initiative (ALI), a pan-African NGO that works to develop the next generation of values-based African leaders, in collaboration with the Aspen Institute, the BMIA team designed a hands-on, two-year media leadership program to provide economic training while also instilling values-based leadership.

Forty-five industry leaders from the media, government, and non-governmental organization sectors were nominated to participate in the Media Fellowship. Fellows were required to complete four in-depth seminars; the program also encouraged Fellows to develop a high-impact leadership project and identify areas for tailored professional development that the program could support. Additionally, Fellows were encouraged to collaborate, share ideas, and build relationships of continuing value.



Isaac Shongwe, Founder, Africa Leadership Initiative

“This has taken me out of my comfort zone, and stretched me beyond my own boundaries. The capacity of our own organization – we have benefited a lot.”

**Isaac Shongwe, Founder,
Africa Leadership Initiative**



Class 1 Media Fellows, Mapi Mhlangu and Yvonne Okwara in conversation with moderator Heather Sonn at Seminar 4 in New York.

"In the era of interdependent markets and instant communication, every country, company and individual is affected by trends beyond any border or government. Journalism that increasingly relies on economic and market data is proving the most accurate and actionable."

Matthew Winkler, Co-Founder and Editor-In-Chief Emeritus of Bloomberg News, BMIA Media Fellowship Advisory

Program Development

The Media Fellowship had three integrated components. The first took the Fellows through four structured moderated seminars designed to increase their understanding of financial and economic journalism and business/public policy, as well as further their leadership development. The seminars used the Socratic approach, having moderators facilitate discussion around readings taken from some of the great thinkers and leaders in history, with a focus on Africa-based and media-related writings. Guest speakers and practitioners provided expert advice and knowledge of the media, political and cultural landscapes.

The second element encouraged Fellows to undertake a high-impact leadership project of their choosing and apply what they learned in the program to an initiative benefiting the community.

The third component, the Professional Development Program, allocated funds for Fellows to take part in additional training, attend business forums, participate in industry events, or enroll in the Financial Journalism Training (FJT) Program.

An Advisory and Selection Committee was formed; members and their affiliations at the time included Mail & Guardian Editor Charles Onyango Obbo (Kenya), City Press Editor-in-Chief Ferial Haffajee (South Africa), Daily Trust Newspaper Chairman, CEO Kabiru Abdullahi Yusuf (Nigeria), and Bloomberg News Editor-in-Chief Emeritus Matthew Winkler (United States). The committee provided perspectives from across the sector, continent, and globe – playing a critical role in developing the seminar frameworks, refining program content, and advising on the Fellows' community projects.

Implementation

Fellow Selection

Employers, organizations, and colleagues were invited to nominate outstanding individuals for the Media Fellowship, ultimately naming 106 candidates. These were vetted by the ALI and the Advisory and Selection Committee according to the following criteria: knowledge and experience in the media industry, position held in their media house, and demonstrated ability to inspire and lead positive change. Forty-eight were invited to join the Media Fellowship.

Seminars

Fellows participated in four 4-day seminars and were also given access to the Bloomberg Terminal – learning how to research, analyze, and report using timely data. Seminars covered a range of topics and leadership styles, including analyzing seminal works by philosophers, poets, activists, and historical figures. Business and financial journalism content and consideration of broad ethical and social impacts were woven into each of the seminars. Fellows explored challenges and opportunities facing African media; considered economic principles and trends; and participated in discussions with industry leaders, and went on field trips. *For a detailed look at the seminars, see Appendix A.*

Baseline surveys and assessments probed the types of professional development, mentoring, and support Fellows sought, and the feedback was built into program content.

Class 1 and Class 2 Media Fellows with Matthew Winkler at Bloomberg Headquarters in New York.





Class 1 Media Fellows, Ufrieda Ho of South Africa, Yvonne Okwara of Kenya, and Mapi Mhlangu of South Africa at Seminar 4 in New York.

Leadership and Professional Development

In addition to the seminars, Fellows were encouraged to create their own community-focused projects where they could be of service while simultaneously applying the leadership and collaboration skills they learned in the program. The projects had to meet set criteria for inclusion, impact, and innovation.

The Professional Development Program supported Fellows who would benefit from further customized learning opportunities. Fellows used allocated Professional Development Program funds to participate in additional training, attend business forums, participate in industry events, and enroll in the FJT Program.

"This experience was both exciting and challenging...it afforded us an opportunity to develop something that was uniquely African, tailored for the continent's context and delivered largely by specialists who understand the intricacies of working in the media and leadership sectors in Africa."

**Fiona Musana, Former Director,
Africa Leadership Initiative Media
Fellowship**

Results

The Media Fellowship gave Fellows access to tools, practitioners, a network of pan-African colleagues, moderated discussions, and the writings of great thinkers. All of these helped develop their business and financial skills, expand their knowledge, build relationships, and encourage personal and professional growth. Follow-up surveys indicated that Fellows successfully incorporated learnings into their professional responsibilities, with a number receiving promotions.

Evaluators considered the seminars, travel opportunities, community projects, and events to be excellent methods of sparking interaction between Fellows, meeting one of the program's goals. All of the Fellows had collaborated in some way during the course of the Media Fellowship. Following completion, many reported leveraging these new relationships to collaborate on stories, videos, and blogs and to work across borders to create pan-African reports. The program also met its gender goal: 42% of Fellows were women.

Many Fellows are still actively engaged through the ALI's social media channels and report a steadily growing social media presence. The ALI intends to continue the Media Fellowship independently.

Based on feedback, the following recommendations were considered for future cohorts:

- Improved governance and delivery
- Recruitment of specialized staff for financial and program management
- Delivery in multiple countries resulting in logistical and administrative challenges, e.g. obtaining visas and organizing travel
- Formal engagement with moderators to ensure their availability
- Improve marketing of the program for nominations
- Adapt case studies to be more locally relevant
- Improved access to customized professional development opportunities

Class 1 Media Fellows on a field trip during Seminar 2 in Naivasha, Kenya.





Matthew Winkler, Phuti Mahanyele, Jay Ireland, James Mwangi, Colin Coleman, and Trevor Ncube in a panel discussion at ABMI 2015 in Johannesburg, South Africa.

Africa Business Media Innovators

Background

Interacting with industry colleagues provides unique opportunities to explore emerging trends, share best practices and innovations, and learn what approaches worked or didn't work in different markets. As Bloomberg Media Initiative Africa (BMIA) was conceived, the team saw an opportunity to develop a platform to connect African media leaders with international colleagues and leaders from other sectors in Africa who impact the media.

In 2015, BMIA, with support from the Ford Foundation, launched the Africa Business Media Innovators Forum (ABMI) series. ABMI gathered a cross-section of media stakeholders – from government officials to C-suite leadership – for an annual convening in Africa to examine the role of business journalism in improving market transparency and attracting international investment; highlighting the value of data-driven content; investigating new media business models; and seeking opportunities for investment in technological advancements. Since 2015, more than 300 business and media leaders from 28 countries have attended the ABMI Forums.



Justin Smith in conversation with Strive Masiyiwa at ABMI 2017 in Accra, Ghana.



Adama Wade, Tutu Agyare, Khanyi Dhlomo, and Turi Munthe in a panel discussion at ABMI 2017 in Accra, Ghana.

Program Development

Prior to the inaugural forum, the BMIA team surveyed more than 50 media influencers to gain insight into the opportunities and challenges facing financial reporting on the continent and to inform forum themes. Responses included:

- Access to public and private data is critical to improving Africa's media organizations and driving economic growth
- Stories and publications must evolve from scoop-based, politically driven pieces to fact-driven pieces
- Increased collaboration between African and foreign journalists can help drive improvements in financial reporting and a more sustainable media industry
- Social media has positively affected the sector, but adds deadline pressures and increases credibility issues
- With widespread citizen journalism in Africa, data provides a way to counter uninformed claims
- Stories about Africa's news landscape still focus too heavily on the negative
- Accurate stories about financial growth can help draw international investment and uncover latent opportunities on the continent

The BMIA team conducted ongoing research – including post-forum debriefings and surveys – to continually assess the tools, topics, and tactics and to ensure the forum stayed relevant. The BMIA team's consultation process confirmed that the program filled the need, and that it was appropriately fine-tuned for each delivery location.

Implementation

Designed to promote free-flowing conversations between visionaries and practitioners – media owners, editors, government officials, business leaders, civil society leaders, investors, entrepreneurs, and development experts – each forum featured curated, interactive town halls, panel discussions, and onstage interviews. Networking breaks and evening activities encouraged informal conversations and discussion among attendees.

Bloomberg's in-house media experts supported the program by providing knowledge and insight. At each convening, Bloomberg Media CEO Justin Smith presented a "State of the Media" update, sharing industry developments with participants. Bloomberg Editor-in-Chief Emeritus Matthew Winkler and Bloomberg Africa Economist Mark Bohlund provided economic outlooks on Africa as well as insights specific to each host city.

The 2015 Forum focused on addressing the challenges of financial journalism in the digital age. Participants shared their ideas about and experiences with the role business and financial journalism plays in attracting investment to and supporting economic success in Africa.

The 2016 Forum explored data and how journalists' use of high-quality, reliable, and timely data impacts the continent's business and markets. Participants examined the potential for data to play a more significant role in Africa's development.

The 2017 Forum focused on new media models, revenue models, and innovative ways for Africans to create their own narrative – writing or producing more balanced, positive, and African-led stories. Over three days, participants shared best practices and action-oriented strategies to optimize the future of Africa's media sector.

Spotlight: Gender

Gender emerged as a central theme of Africa Business Media Innovators (ABMI) 2017, with Bloomberg's Angela Sun and the Honorable Graça Machel DBE presenting perspectives on gender's role in African development:

Angela Sun, Bloomberg's former Head of Strategy and Corporate Development, discussed her role creating the Bloomberg Gender-Equality Index (GEI) – the first social index that looks at how companies are progressing in terms of gender equality. The GEI uses a multi-lens approach to gather and analyze gender data.

The Honorable Graça Machel DBE discussed her role developing the Women in Media Network – a network of African journalists who work together to bring forward women-centered stories from across the continent. The initiative also promotes placement of female journalists in newsrooms and management positions.

"The African continent is comprised of 62% women, and so we have to have society realize that gender equality is key."

**The Honorable Graça Machel DBE,
Founder, Graça Machel Trust**

"Media is such an important piece of the gender stakeholder equation in amplifying the case for gender and equality, and driving change. Within Africa this drive for gender equality relates to changing the poverty gap."

**Angela Sun, Former Bloomberg
Head of Strategy and Corporate
Development**

Conclusion

ABMI forums confirmed there is interest for convenings focused on financial journalism and new media in Africa. Since its launching, the program has hosted three convenings in three different markets – attracting leading media representatives from around the globe. The BMIA team conducted research and consulted with African experts to inform the forum concept, themes and program.

Insights

Forum size ABMI forum participant feedback noted that the intimate size of the invite-only forums helped encourage discussion, ideas exchange, and collaboration. Keep the proceedings small and focused on high-level stakeholders.

Planning and Logistics Timing around visas may have restricted some members from attending the inaugural 2015 forum. With this in mind, the team finalized themes and sent save the date invitations for the 2016 and 2017 forums as early as possible, allowing plenty of time for participants to secure the required documents to attend. Many African countries require visitors' visas – to account for this potential barrier to attendance, invite guests and speakers with plenty of time to secure the necessary paperwork for entry.

Partnership Facilitation After proving successful at the first convening in 2015, ABMI staff arranged private and designated meeting areas to encourage informal exchanges and new partnerships at each forum.

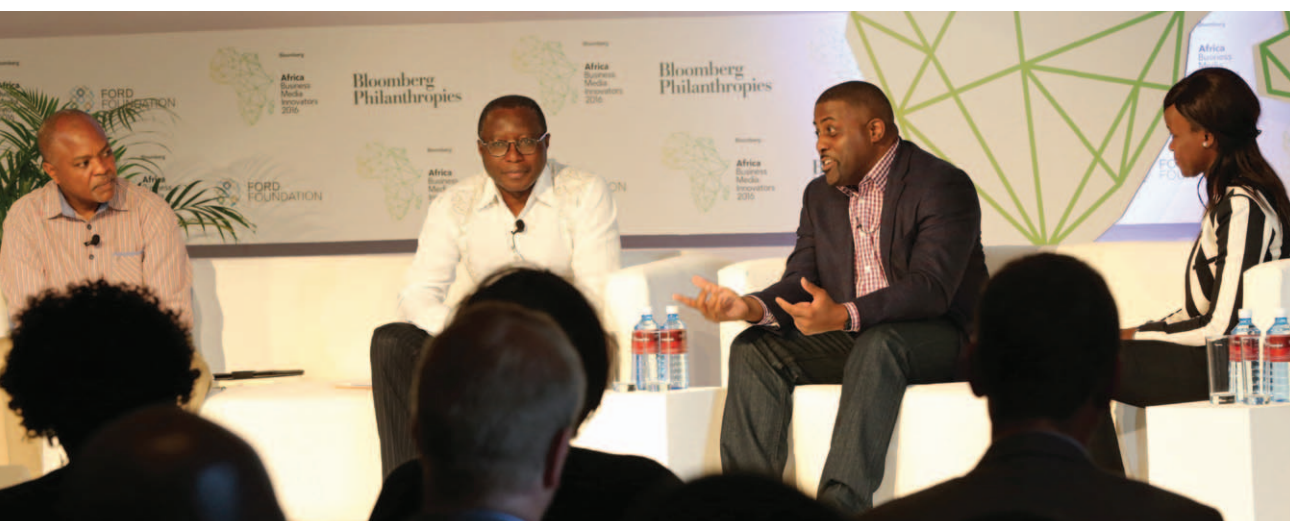
Facilitate collaboration and new partnerships by making adequate space available for offline meetings.

Program content Based on participant feedback, more robust forum topics and discussion around financing and investment, technology, policy, and innovation – with an overarching pan-African focus – will help shape future ABMI forums.

Content design based on participant feedback increases engagement and can help attract desired attendees.

Participation Looking at ABMI participation, there were few speakers and participants from around the globe. With greater global participation there is the potential to increase the sharing of transnational best practices, collaborations, and partnerships. While maintaining the focus on the Global South, invite participants and speakers from around the world to offer perspective on operations in a variety of developing and emerging economies.

Tom Mshindi, Patrick Quarcoo, Yinka Adegoke and Toyosi Ogunseye (Media Fellow, Class 2, Nigeria) in conversation at ABMI 2016 in Naivasha, Kenya.





His Excellency, Nana Akufo-Addo, President of Ghana in conversation with Matthew Winkler at ABMI 2017 in Accra, Ghana.



Nakuru citizen journalists speaking at the training on financial literacy for Kenya Community Media Fund grantees in Nakuru, Kenya.

Community Media Fund

Background

While private companies and federal governments own and operate many African media platforms, journalism in Africa is no longer confined to formal news organizations, broadcasting companies, and governments. A large and growing community-media sector is linked to public enterprises, NGOs, civil society, and educational institutions; these fledgling media outlets have significant audiences and need support.

As Bloomberg Media Initiative Africa's first three programs targeted traditional media, the Ford Foundation encouraged the BMIA team to develop a fourth pillar focused on strengthening and expanding grassroots media.

In 2015 Bloomberg Philanthropies and the Ford Foundation committed \$1 million to research, develop, and implement the Community Media Fund (CMF) in Africa; it would make grants to NGOs promoting community media and fund initiatives to increase the visibility of emerging citizen-reporters.

By equipping community media outlets with knowledge and skills, the CMF aims to help build a better-resourced community media sector that can make significant contributions to democracy and development in Africa.



(1) Kenya Community Media Fund Grantees receive training on financial literacy in Nakuru, Kenya; (2) Kenya Community Media Fund Grantee, Radio Mtaani. Key community stakeholders from Dagoretti and Kajiado, display their Certificates after a three-day training on transparency and accountability.



(1) South Africa Community Media Fund grantee, Wits Radio Academy, providing training to Alex FM (community radio) production team; (2) Pfungwa Nyamukachi, The Conversation Africa, South Africa Community Media Fund grantee, presenting at the grantee orientation in Johannesburg, South Africa.

Program Development

The BMIA team's pre-work research identified community media as an important player in the African media arena. Community media's accessibility – particularly for and to disadvantaged and marginalized communities – is a strategic, highly effective resource for educating and empowering communities while driving development.

Following the announcement of the CMF in November 2015, the BMIA and Ford teams contracted with Hivos, a development NGO that focuses on transparency and accountability, to serve as its grant administrator. With offices in South West, and East Africa, Hivos would manage the efforts to attract and screen applicants and oversee community grants.

In addition to Hivos, a Project Advisory Committee that included BMIA and Ford Foundation representatives provided strategic oversight to the overall program; a Grants Steering Committee was established to support an impartial, transparent, and high-quality grant-making process.

Implementation

In May 2017, the CMF launched the first round of requests for proposals for the grant-making program. Two requirements guided eligibility: applicants had to be a duly registered entity and doing media or other work in line with the CMF's mission. Two-hundred and seventeen media entities submitted concept notes; after review, the BMIA team, the Best of Bloomberg Volunteers, and the Hivos team invited 49 candidates to submit full proposals in September 2017. Ten organizations were selected to receive grants by the CMF in April 2018.

In addition to funds, the CMF provides ongoing technical support to ensure grantees successfully implement their grants; support includes relevant tools and information on the grant cycle, instruction in the grants process, a work plan, budget templates, and administrative tools, including financial and reporting guidelines. Hivos also hosts grantee-learning events to further support grantees as they undertake their projects.

If an organization successfully implements its first grant – and work plans and budgets continue to support the CMF's objectives – BMIA and the Ford Foundation may continue supporting a project, offering grantees the option to renew their grants and thus allowing for further project development.

Community Media Fund Grantees:

The Association of Media Women in Kenya
The Kenya Community Media Network
Mtaani Community Based Organization
Media Mechanics

The Institute for Media and Society/
Nigeria Community Radio Coalition
The Conversation Africa

The Graça Machel Trust's Women
in Media Network

Radio KC

Sonke Gender Justice

Wits Radio Academy



South Africa Community Media Fund Grantee Sonke Gender Justice delivers a capacity development workshop for community radio presenters.

"This initiative by the *Community Media Fund* will enable the roll out of a capacity-building program combined with content production and broadcasting for community radio stations in five provinces of South Africa. This will go a long way in responding to challenges in the community radio sector, which has grown phenomenally in the last few years but is still plagued by skills shortages and a lack of sustainable funding, among other issues."

**Lerato Makate, Executive Producer of
Wits Radio Academy**

Community Media Fund Milestones

African Partners

217

16

The CMF successfully launched, partnering with Africa-based organizations for the program’s development and implementation.

The CMF made its first call for proposals, attracting 217 concept notes from community media outlets in Kenya, Nigeria, and South Africa. These were reviewed by Bloomberg volunteers, and short-listed candidates were counseled in creating long-form proposals, including detailed budgets and work plans.

The CMF’s approach – requiring budgets and work plans pre-selection – enabled the Fund to receive 16 qualifying project proposals.

Paul Nwulu at ABMI 2017 in Accra, Ghana



10

10 organizations were selected to receive grants.

230

230 journalists have received training, mentorship and/or coaching on journalistic skills, content production, investigative journalism, transparency, accountability and financial literacy through the CMF Round 1.

11,513,944

CMF grantees have reached 11,513,944 people through their interventions to date.

Bloomberg Media Initiative Africa: Looking Forward

By bringing together partners, advisors, and leading experts, BMIA took a considered, African-led approach to capacity-building and promoting quality financial, business, and data-driven media coverage in Africa.

BMIA's research and data-driven methodology – listening, assessing, and revising programs based on feedback – was used across the Initiative's development, implementation, and measurement stages. These consultative methods allowed BMIA to develop four unique programs and directly reach more than 1,000 key stakeholders in Africa.

Looking forward, BMIA hopes to broaden and deepen its impact. With support from implementing partners, several programs will be adapted and expanded to new economies, including a series of new, innovative programs to continue to strengthen Africa's evolving media landscape.



Fiona Anderson, Dr. Wambui Kiai, Vincent Nwanma, Dr. Ndeti Ndati, Dr. Leo Ukpong, Robert Brand and Dr. Tendai Mhizha at 4th FJT Development Workshop in Johannesburg, South Africa.

Monitoring & Evaluation

Financial Journalism Training Assessment

Bloomberg Media Initiative Africa (BMIA) commissioned Khulisa Management Services – an independent evaluator based on the continent – as the Financial Journalism Training's (FJT) evaluation partner. Khulisa has evaluated projects across Africa, and used a number of best-practice data collection techniques to assess the FJT. Khulisa worked with the Gordon Institute of Business Science (GIBS) to conduct baseline and post-module tests. These tests painted a picture of what Delegates learned while participating in the FJT.

"The program was quite successful in attracting top media players in all three countries. People came out of it with a huge respect for Bloomberg...and they got to interact with Michael Bloomberg himself during the seminar in New York. There is a reservoir of good will."

Jennifer Bisgard,
Owner, Khulisa Management Services



Dr. Bongo Adi, Consortium Faculty,
Pan-Atlantic University, Lagos Business School

"Several graduates are already on their way to higher responsibilities in their careers, demonstrating the quality of the faculty and the relevance of the program."

Dr. Bongo Adi, Consortium Faculty,
Pan-Atlantic University,
Lagos Business School



First FJT Curriculum Development Workshop, Nairobi, Kenya

“The program presented the opportunity for me to take the financial journalism desk in my workplace.”

Tullah Stephen, Journalist,
The East African Business Times

FJT Program Assessment: A Closer Look

Observational Analysis > Interviews > Questionnaires > Knowledge Assessment Tests > Document Reviews

Khulisa collected data throughout the Financial Journalism Training (FJT) delivery, using a number of sources to assess different milestones and intersections of the program. Specifically, the FJT was evaluated through:

- Informal interviews with Delegates and program staff
- Interviews with 10 employers across Kenya, Nigeria and South Africa
- A satisfaction survey administered to Intake 1 and 2 Delegates
- Module data: Study Block 1 and Study Block 2 GIBS Evaluation
- Audits of Intake 2 study blocks
- Audits of Intake 3 study blocks
- Observation of graduation ceremonies
- Review of training documents
- A baseline survey of 178 Intake 3 Delegates across the three target Phase 1 countries:
 - 55 Kenyan, 45 Nigerian, 51 South African Delegates

As observed in the baseline and endline tests – and supported by Delegate and employer feedback – the FJT Program achieved its objectives. Overall, FJT graduates showed improvements in both skills and knowledge – especially related to financial journalism, data analysis, and financial reporting. FJT Phase 1 graduates have already been making large contributions to the African media landscape, calling on skills acquired during the program to cover business and financial topics across the continent. Since completing the program, FJT graduates have been promoted and hired at a number of leading media outlets. An important objective going into Intake 4 was to increase the number of women enrolled in the program. While this drive was hindered in Nigeria, due to a lower representation of women in the media sector, there were notable improvements in all three countries. The program saw improved gender representation in Intake 4, with women making up 49 percent of enrolled Delegates.

Measuring how much the Delegates learned from the program helped to evaluate if the program met its core objectives based on the Theory of Change (TOC). But that isn't the only marker for success. In addition to assessing the graduates, the FJT Program itself was evaluated. Looking from the management perspective, a big-picture appraisal assessed the program's sustainability, program management successes, areas for improvement, and lessons learned during Phase 1.

A post-program Satisfaction Survey shed light on Delegates' perceptions of the program. Overall, there was positive feedback from Delegates across all four intakes. Notably, satisfaction improved with every intake, indicating that BMIA was refining and improving the program throughout Phase 1. Calculated satisfaction across all indicators moved from 74 in Intake 1 and Intake 2, to 75 in Intake 3, to 76 in Intake 4. Faculty and the

management team were also evaluated – rating high across all four intakes in all three countries.

Marketing played an invaluable role in attracting applicants. The initial time between intakes was insufficient, which required schedule changes to allow for better recruitment and to increase the pool of qualified applicants. As Phase 1 progressed, word-of-mouth referrals – supported by traditional marketing efforts – provided a large pool of qualified applicants. After Intake 1 and Intake 2, the application portal was completely reworked and launched again in November 2015, for Intake 3. Listening to user feedback, the Gordon Institute of Business Science (GIBS) and the BMIA team simplified the application process and improved recruitment.

Overall, Phase 1 was a success – the FJT conducted research to inform its approach, partnered with African institutions to develop and deliver the program, used marketing to recruit applicants, delivered the training program, and graduated 568 Delegates. In undertaking such an extensive program, there were a number of lessons learned along the way.

Most Delegates found the content of the lectures useful, and were satisfied with their experience in the study blocks. Still though, some key learnings emerged that required amendments to the curriculum coursework. Prior to Intake 3, the teaching materials were extensively reworked based on feedback from Intake 1 and Intake 2. Capacity building with partners and stakeholders was an important component in Phase 1 – creating and sharing systems can help achieve the program's goals.

By exposing partners to international academic networks and to Bloomberg's global standards and resources, FJT teams across the continent learned valuable ways of working.



Class 2 Media Fellows: Phathiswa Magopeni (South Africa), Adesuwa Onyenokwe (Nigeria), Peter Ndoro (South Africa), and Antony Sguazzin (South Africa)

"I am now able to contract directly someone of quality, like Ramah from Kenya to write for me about Ethiopia and South Sudan. I wouldn't have met him if it wasn't for the Fellowship. I can [also] go talk to people in Nigeria about different stories."

Sikonathi Mantshantsha,
Media Fellow, Class 2, South Africa

Media Fellowship

Khulisa's evaluative work is based on the Media Fellowship TOC, which was developed pre-launch to outline the results chain leading to impact. Creating a TOC that maps out inputs, activities, outputs, outcomes and long-term impact is an important step in developing an effective, targeted program.

To measure the Media Fellowship's impact on Fellows, Khulisa completed pre- and post-program evaluations measuring Fellows' skill levels and knowledge, as well as overall impressions of the program. Throughout Phase 1, Khulisa observed exemplary moderator professionalism and high levels of Fellow engagement. Each seminar welcomed guest speakers who sparked group discussion with interactive learning sessions. In a Class 2 post-initiative survey, Fellows agreed that the program's collective group approach was vital to stimulating discussion.

The baseline survey assessed what type of professional development, mentoring and support Fellows wanted - Fellows were asked what skills they hoped to gain from the program, which helped to shape seminar design, format, and curriculum. In addition to surveying what Fellows hoped to achieve from the course, skills assessments also highlighted areas for professional development.

1	Technical skills in business, economics, and finance
2	Quality reporting skills
3	Value-based media leadership skills
4	Knowledge of social and economic justice

According to this research, four priority areas were incorporated into the Media Fellowship’s curriculum to maximize program impact:

Most Fellows strongly agreed the seminars met their objectives and that they had gained new skills and knowledge related to each seminar. Fellows felt that the readings and discussions generated valuable intellectual stimulation. Fellows also spoke of the high-quality moderators contributing significantly to discussions.

After completing all four seminars, Phase 1 Fellows showed improvements in:

- Understanding business, economics and finance – and ways to report on these topics
- Understanding the media sector and its role in society
- Knowledge of relevant socio-political issues and their impacts
- Value-based leadership skills
- Ethical values and social justice awareness

Similar to the FJT, the Fellows were excited about the program and – as illustrated in the post-program surveys – valued the opportunity. The program was adapted based on feedback, and in turn, Fellows reported that the program had provided a deeper understanding of business and financial journalism.

According to the analysis, Fellows reported increased collaboration on stories, blogs, and vlogs – working across borders to create pan-African reports. All of the Fellows had collaborated in some way during the course of the Media Fellowship, whether through professional development, community projects, mentorship/coaching or through other opportunities, such as sharing content for articles.

Notably, Fellows' self-reporting revealed that the networking, collaborations, and social networks established over the course of the program were extremely valuable. Unlike the FJT, the Media Fellowship provided contact between Fellows in different countries – this unique program characteristic stimulated discussion, sparked learning, and created opportunities for cross-border collaboration. In addition to the Fellows, Phase 1 also saw partners build capacity over the course of the program lifecycle.

Community Media Fund

Grant recipients have undergone baseline assessments and will complete end line assessments to evaluate performance post-implementation. Grantees will complete a final report and ongoing monthly reports to monitor progress to identify implementation problems and financial concerns early. Monthly reports to be submitted will highlight program progress, milestones met, and financial expenditures. A final report will cover activities, milestones, and finances.



Dr. George Nyabuga, Dr. Haron Mwangi, Bella Genga (FJT Alumnus, Kenya Intake 2 and Bloomberg News Reporter), and Dr. George Njenga on graduation day in Nairobi, Kenya.

At a Glance

Bloomberg Media Initiative Africa: Programs at a Glance

Financial Journalism Training (FJT)

What	A six-month certificate program hosted by local universities
Who	Journalists and mid-career professionals
Why	To strengthen journalists’ knowledge of the media, business and financial reporting, finance and accounting, economics, capital markets, public policy, and data analysis
How	19-day program with seven modules taught over six study blocks; heavy reliance on technology, peer learning, and extensive evaluation methodologies
Goal	Increase the pipeline of skilled financial journalists and analysts who embrace data-driven journalism; highlight connection between business, finance, and social development, and promote best practices in reporting across Africa
Strategy	<ul style="list-style-type: none">• Develop and deliver integrated education modules• Identify local university partners to deliver the training• Target reporters, editors, university faculty, graduate students, and a select group of government officials and NGO leaders• Cover specific content areas and incorporate meta-content themes
Expected Outcomes	<ul style="list-style-type: none">• Higher number of well-qualified business and financial journalists in Africa• Noticeable improvement in skills among program Delegates• Improved curriculum offerings at universities• Increased understanding of and interest in financial journalism among students• Greater gender and ethnic diversity among media professionals

Bloomberg Media Initiative Africa: Programs at a Glance

Media Fellowship

What	A two-year media fellowship
Who	Editors, managing editors, and media leaders
Why	To develop African media leaders who promote best practices in their media houses and across the sector
How	Four 4-day seminars with a focus on value-based leadership
Goal	Develop a select group of outstanding media leaders with a deeper understanding of values-based leadership, business, and financial journalism
Strategy	Create a pan-African Fellowship with educational offerings, coaching, peer learning, collaborative projects, and networking opportunities
Expected Outcomes	<ul style="list-style-type: none">• Improved skills• Enhanced effectiveness and influence of key media leaders• Improved use of data and analytics in Fellows' own media• Stronger networks and relationships among media professionals• Improved professional advancement for Fellows• Community projects designed and implemented by Fellows• Stronger recognition of Fellows as authorities in their field

Michael R. Bloomberg, Patti Harris, Erana Stennett with Class 1 and Class 2 Media Fellows at the U.S. Africa Business Forum 2016 in New York



Bloomberg Media Initiative Africa: Programs at a Glance

Africa Business Media Innovators (ABMI)

What	An annual pan-African forum hosted in Africa
Who	Media, business, technology, government, and civil society experts
Why	To promote knowledge-sharing and stimulate connection and collaboration
How	A three-day forum encouraging active participation
Goals	<ul style="list-style-type: none">• Share best practices among Africa’s media professionals and connect them to global best practices• Connect key leaders• Improve business and financial journalism in Africa by stimulating innovation and collaboration
Strategy	Bring together an invitation-only group of African and international experts to facilitate the sharing of media best practices while providing a backdrop for cross-sector dialogue and learning themes
Expected Outcomes	<ul style="list-style-type: none">• Promote knowledge of emerging trends and stimulate innovation• Build best practices for reporting across the continent• Foster dialogue and collaboration across sectors• Provide a space for interaction between executives, investors, government officials, academics, and civil society leaders

Julie Gichuru at ABMI 2017 in Accra, Ghana.

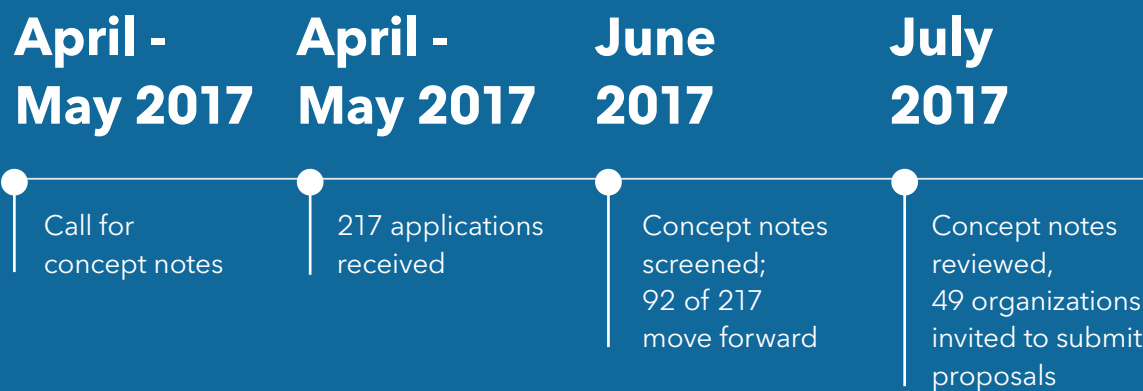


Bloomberg Media Initiative Africa: Programs at a Glance

Community Media Fund (CMF)

What	Grants for community media projects
Who	Media organizations working at the community level
Why	To elevate community voices and help community media inform underserved populations
How	Provide select grantees with funding and comprehensive support to advance citizen and community reporting on financial and economic issues
Goal	Elevate voices from the community through the advancement of citizen and community reporting on financial and economic issues. The fund will help further develop opportunities and channels for NGOs and civil society organizations to aid journalists to better understand and cover community perspectives.
Strategy	<p>To contribute to a better-resourced, professional, and sustainable community media sector that functions as a tool for social justice, democratic values, and sustainable development, the CMF works to:</p> <ol style="list-style-type: none">1. Promote community reporting on financial and economic journalism2. Enhance capacity to analyze and report localized financial, social and economic data3. Provide quality investigative data-driven journalism4. Strengthen community media networks

Community Media Fund Round 1 Grant Process



The CMF also focuses on:

1. Enhancing citizens' financial literacy
2. Enabling citizens to report on and participate in public policy-making and resource management
3. Building community media capacity, thus enabling citizens to hold government and the private sector accountable
4. Supporting initiatives to increase the visibility of citizen reporters
5. Driving technology to create and deliver new media content

Expected Outcomes

The CMF awards grants to organizations that:

- Make select grants to non-governmental organizations promoting community media, transparency, accountability, governance through media, and the financial literacy of poor or marginalized communities
- Fund initiatives to increase visibility of emerging non-traditional reporters (citizen reporters)
- Drive the development of technology to create and deliver new media content
- Make localized data available about public resource allocation and statistical information (e.g., demographics, employment, health, education)

**August
2017**

17 Volunteers across 8 cities globally evaluated proposals; 16 finalists selected

**September
2017**

Finalists guided through creation of detailed concept proposals

**November
2017**

Proposals reviewed and shortlisted

**April
2018**

Grantees selected to receive funding



Jenny Lorenzo, Aguil Deng, Robert Dunn, Tshepo Phala, Robert Brand, Dr. Eric Soubeiga, Vincent Nwanma, Cyrilla Bwakira, Armand Biroonak, Dr. Samuel Siringi, Dr. Ismail Ibrahim, Dr. Ndeti Ndati, Dr. Tendai Mhizha, Christine Mwangi, Linda Sing, Erana Stennett, Dr. Wambui Kiai, Fiona Anderson at the 4th FJT Development Workshop, Johannesburg, South Africa

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Strathmore Business School, Kenya

University of Nairobi School of Journalism
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Lagos Business School, Pan-Atlantic
University, Nigeria

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Communication, Nigeria

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Africa Leadership Initiative

COMMUNITY MEDIA FUND

Hivos

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PRESS ORGANIZATIONS

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Nigerian Broadcasting Commission

Nigerian Guild of Editors

Nigerian Press Council

Nigerian Union of Journalists

INDIVIDUALS

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Amadou Mahtar Ba, AllAfrica and AM

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Ambassador to the African Union

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Eric Chinje, Former CEO,
Africa Media Initiative

Teresa Clarke, Founder, Africa.com

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Mirza Jahani, Aga Khan Foundation

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Joseph Kadiri, Nigerian Stock Exchange

Daniela Kaisth, Institute of International Education

Amini Kajunju, Africa-America Institute

Joel Kibazo, JK Associates, Former Director of Communications and External Relations, African Development Bank

Peter Kibiriti, CEO, Corpafrica LTD

Kiprono Kittony, CEO, Capital Realtime Ltd; Chairman, Media Owners Association

Josh Laporte, European Journalism Center

John Lavine, Medill School of Journalism/ Synergos expert consultant

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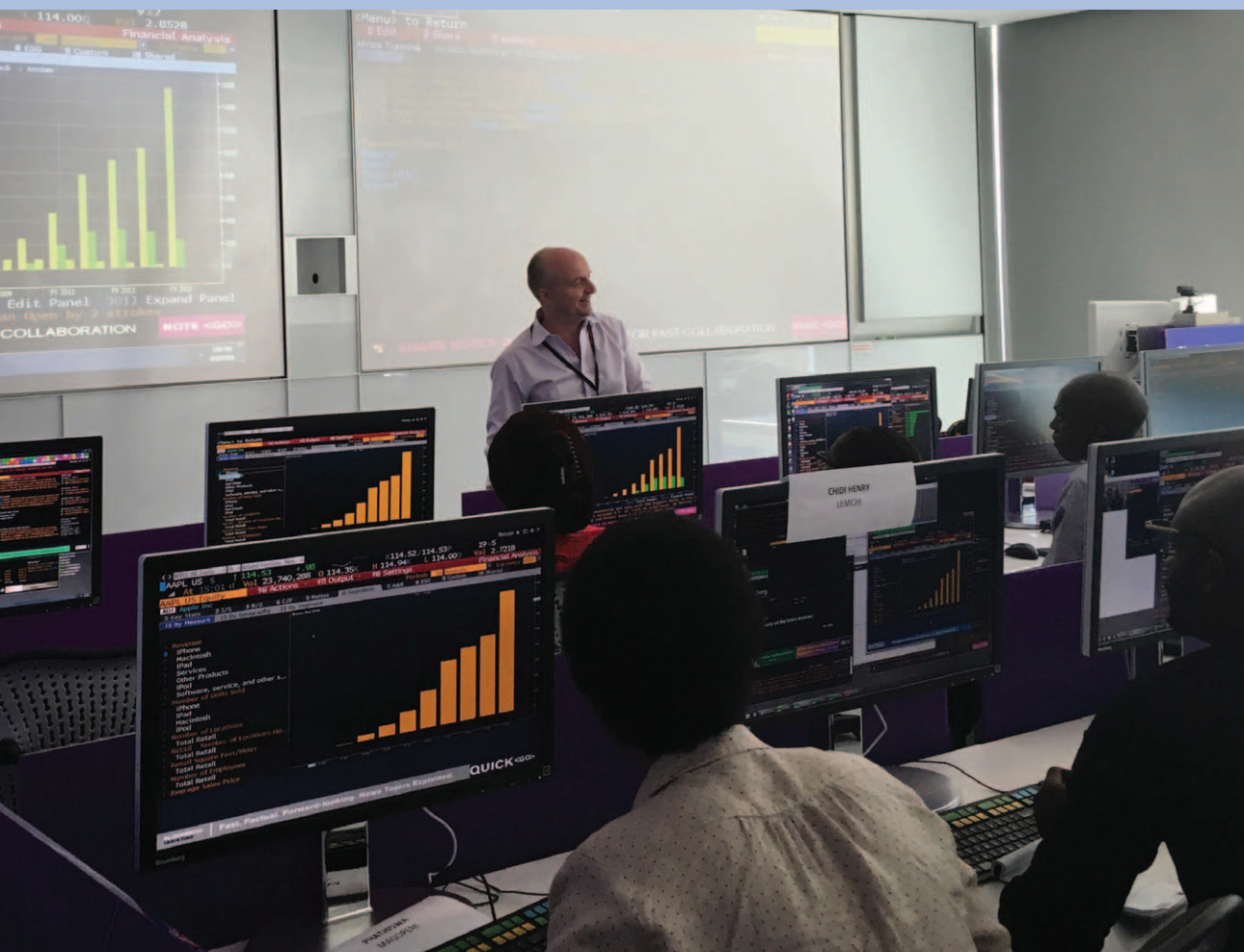
Dr. Eric Soubeiga,
Senior Investment Officer, IFC

Caroline Southey, The Conversation

Stephen B. Shepard, Founding Dean
Emeritus, Craig Newmark Graduate School of
Journalism, CUNY

Kabiru Yusuf, Chairman and CEO,
Daily Trust Newspaper

Ethan Zuckerman, MIT Center for Civic Media



Class 1 and Class 2 Media Fellows receiving Terminal training at Bloomberg Headquarters in New York.

Appendix

APPENDIX B:

A closer look at the previous Africa Business Media Innovators (ABMI) forums

2015 Forum

- Johannesburg, South Africa
- 120 guests/12 countries represented
- Theme: how business, financial, and data-driven journalism can drive inclusive and sustainable economic growth in Africa
- Central Pillars: technology and media innovation; investment and entrepreneurship; business and financial data; and social and economic inclusion

On November 9–11, 2015, Bloomberg Philanthropies, along with the Ford Foundation, hosted Bloomberg Media Initiative Africa’s inaugural forum in Johannesburg. Co-chaired by Bloomberg Media CEO Justin Smith and Bloomberg Editor-in-Chief Emeritus Matthew Winkler, the gathering brought together media leaders for intimate learning sessions and discussions. ABMI 2015 speakers featured renowned voices from a variety of sectors, including:

- Colin Coleman, Managing Director of Goldman Sachs Africa
- Jay Ireland, President and CEO of GE Africa
- Phuti Mahanyele, Executive Chairperson of Sigma Capital
- Joseph Muganda, CEO of Nation Media Group
- Uzo Iweala, Editor-in-Chief of Ventures Africa

2015 Forum Highlights

The 2015 Forum produced actionable ideas for how to build journalistic capacity on the continent – and provided a platform for pan-African conversations among some of the most respected members of the media and business communities. Tailored African statistics brought the latest in global trends to African leadership. In the opening sessions, Matthew Winkler used Bloomberg data to illuminate key developments across Africa. According to research, GDP in large markets in sub-Saharan Africa has grown by 51 percent over the past 10 years – significantly faster than the rest of the world. This presents enormous opportunity for investment and continued media-sector growth. “We see the consumers of today – and the future – are right here,” Winkler explained.

2016 Forum

- Lake Naivasha, Kenya
- 92 guests/11 countries
- Theme: public data and how data can drive improvements in journalism, media, business, and markets across the continent
- Central Pillars: access to public and private data; analysis and applications of data; data dissemination through media and technology channels; business model innovation; and the future of data and development

On November 13–15, 2016, Justin Smith, CEO, Bloomberg Media, and Matthew Winkler, Editor-in-Chief Emeritus, Bloomberg News, co-chaired the second annual ABMI forum, underwritten by Bloomberg Philanthropies with support from the Ford Foundation. This forum featured a rigorous three-day exploration of data. A number of private entities are already collecting and monetizing data on Africa, and leaders in the space unpacked the potential for data to play a more significant role in the continent's development.



Matthew Winkler, Erana Stennett, Justin Smith at ABMI 2017, Accra, Ghana

Increasing access to public data will lead to stronger governments, better reporting, healthier businesses, and faster pathways to social and economic progress.

ABMI 2016 speakers featured leading media and business figures from Africa and beyond, including:

- Dr. Solomon Assefa, Director of IBM Research-Africa
- Edward Boateng, Chairman of the Global Media Alliance Group
- Shailesh Prakash, Chief Information Officer of *The Washington Post*
- Ola Rosling, Co-Founder of Gapminder
- Toyosi Ogunseye, Editor of *The Sunday Punch*
- Dr. Donald Kaberuka, Former President of African Development Bank
- Nunu Ntshingila, Head of Africa, Facebook



Robin Miller, Aguil Deng, and Corinne Homou Ormon at ABMI 2017, Accra, Ghana

2016 Forum Highlights

Perhaps the most important topic of discussion was how to develop high-quality data journalism in Africa – governments, civil society, businesses, and nonprofit organizations may collect meaningful data, but journalists play a vital role in helping audiences access and understand it. Matthew Winkler provided context by discussing his experiences launching one of the world's first data-driven global media companies.

The ABMI 2016 program included a "Sandbox Session:" participants were invited to interact with data experts and speakers, encouraging the development of stronger connections to the tools, people, and platforms that are accelerating access, analysis, and dissemination of data on the continent. In another unique segment titled "Spark Points," entrepreneurs and data experts at the forefront of the open-data revolution shared how they analyze data sets to create high-impact digital products and disseminate information with the power to build organizations, promote transparency, promote commerce and economic activity, and spur development and social progress.

The 2016 Forum also provided an in-depth look at the role data collection, analysis, and dissemination plays within Africa. Rosemary Okello Orlale, Ford Foundation's program officer for Eastern Africa, said that she continues to see a disconnect between governments and the private sector on how to share existing data and how to best use data for development. "The use of data is critical to elevating the voices of poor and marginalized communities; data will continue to be the game-changer in Africa," she explained. "We need to build stronger collaborations so that we can use data to guide better economic indicators and assist in better decision-making on the continent."

2017 Forum

- ACCRA, GHANA
- 108 guests/21 countries represented
- Theme: Innovating and reframing African media to drive inclusive growth
- Central Pillars: macroeconomics and global telecoms' performance; the changing face of media; innovating with new hybrid models; owning African stories; reframing the global narrative about Africa; and African media as a driver of inclusive growth

Hosted by Bloomberg News Editor-in-Chief Emeritus Matthew Winkler and Bloomberg Media CEO Justin Smith, the 2017 forum focused on new media models, monetization, and innovative ways for Africans to own their stories – shifting the coverage from negative portrayals of disease, poverty, and corruption to more positive stories and African-led narratives. Over three days, speakers shared best practices and action-oriented strategies to optimize Africa's flourishing media sector.

ABMI 2017 speakers featured leading media and business figures from Africa and beyond, including:

- His Excellency Nana Akufo-Addo, President of the Republic of Ghana
- Strive Masiyiwa, Econet Group Founder
- Herbert Wigwe, CEO of Access Bank
- Khanyi Dhlomo, Founder and CEO of Ndalo Media
- Samuel Attah-Mensah, Managing Director of Omni Media

The Ford Foundation's #AfricaNoFilter campaign was in the spotlight at ABMI 2017. Paul Nwulu, Program Officer of the Ford Foundation, introduced the initiative to help change the African story. The Ford Foundation has partnered with leading African organizations to update the negative portrayals of Africa that have existed for decades. Scholars, storytellers, artists, activists, and thought leaders across the continent will help identify new stories and replace outdated perspectives.

2017 Forum Highlights

New media models and digital technology were central themes of the 2017 convening, and the emergence of hybrid models that combine a range of channels was highlighted in a number of forum panels and discussions. In his presentation of global media trends, Justin Smith noted the continued growth of mobile telephony in Africa, with an estimated 250 million smartphones in the market today – a number that is set to rise to 360 million by 2050. In a popcorn session hosted by entrepreneur and media personality Julie Gichuru, participants discussed how digitization and other disruptions have renewed the focus on the business differentiators of talent and collaboration. This connectivity is building a new media landscape, making social media an increasingly important platform for the media industry.

Another focus of the 2017 forum was how journalism can improve perceptions of Africa. During breakaway sessions, participants outlined how African business and financial media can reframe and better lead African discourse – examining the role Africa's media plays in influencing sentiments and attitudes toward African economies. In one of the sessions, Access Bank CEO Herbert Wigwe discussed how his company is one of the many organizations supporting the Ford Foundation's #AfricaNoFilter campaign's efforts to combat disproportionately negative African narratives. "The more we share stories and the more people know about us, the better and stronger we will be," Wigwe said.

The Ford Foundation's Africa #NoFilter campaign was also in the spotlight at ABMI 2017. The Ford Foundation has partnered with leading African communicators to replace or update the negative portrayals of Africa that have existed for decades. Paul Nwulu, Program Officer of the Ford Foundation, introduced the initiative, which engages a diverse group of established and emerging scholars, storytellers, artists, activists and thought leaders on the continent and in the diaspora in an effort to identify and replace outdated narratives about Africa. These narratives – both externally and internally generated – impinge on efforts to address inequality and promote social justice on the continent.

The 2017 sessions, which encouraged maximum participation, sparked lively discussions and interactive collaboration with a variety of presentation styles and formats.

About Bloomberg Philanthropies

Bloomberg Philanthropies invests in 510 cities and 129 countries around the world to ensure better, longer lives for the greatest number of people. The organization focuses on five key areas for creating lasting change: Arts, Education, Environment, Government Innovation, and Public Health. Bloomberg Philanthropies encompasses all of Michael R. Bloomberg's giving, including his foundation and personal philanthropy as well as Bloomberg Associates, a pro bono consultancy that works in cities around the world. In 2018, Bloomberg Philanthropies distributed \$767 million.

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About Ford Foundation

The Ford Foundation is an independent, nonprofit grant-making organization. For over 80 years it has worked with courageous people on the front lines of social change worldwide, guided by its mission to strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement. With headquarters in New York, the foundation has offices in Latin America, Africa, the Middle East, and Asia.



FJT Delegates at the launch of Intake 3, Nairobi, Kenya.