



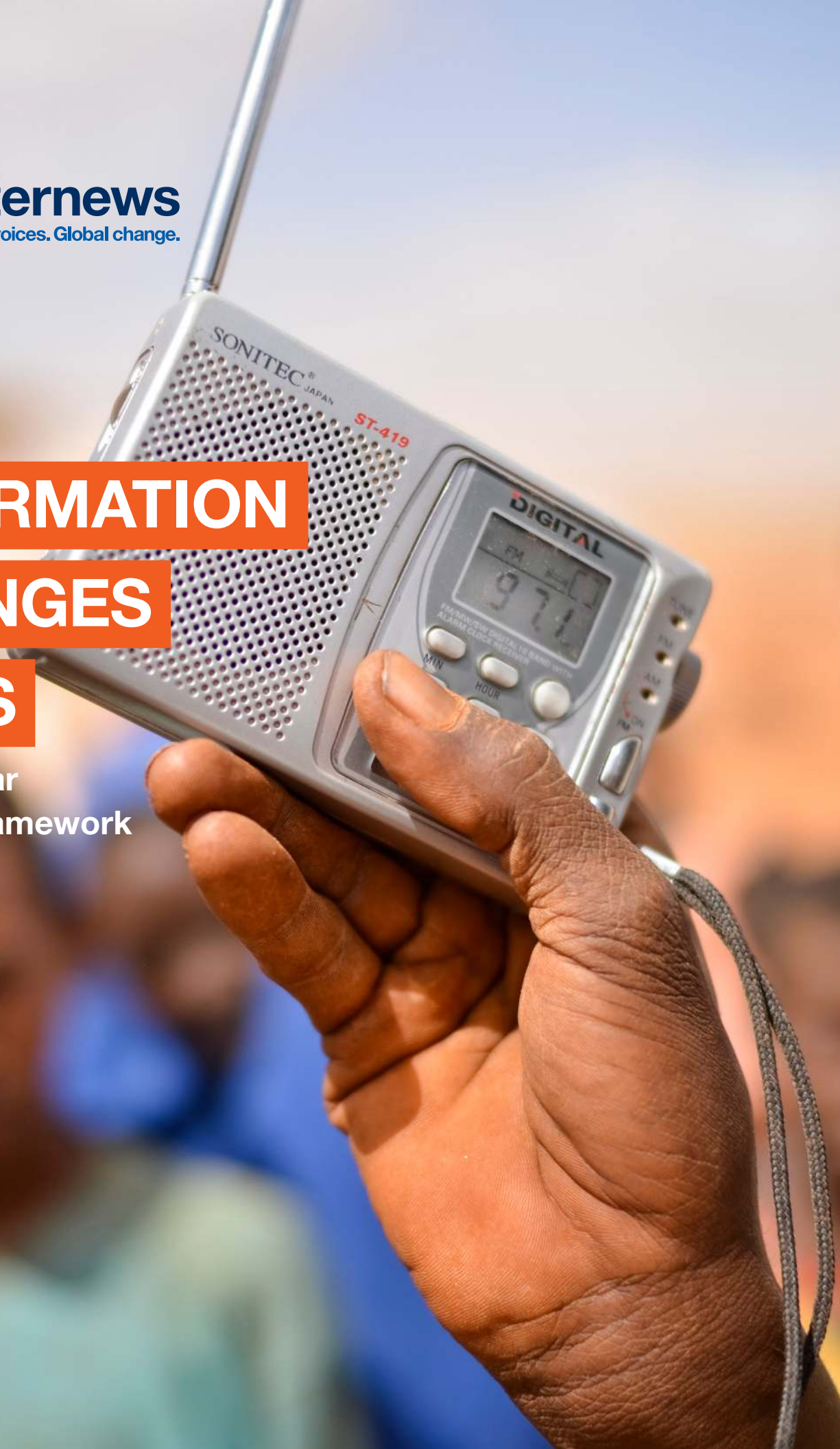
Internews
Local voices. Global change.

INFORMATION

CHANGES

LIVES

Our five-year
strategic framework
2016-2021



IMAGINE A WORLD:

- Where even the most disadvantaged communities are surrounded by the news, information, and knowledge they need, when they need it, in languages they understand from sources they trust.
- Where people can learn, explore, discover, be entertained, and create content that is meaningful to them.
- Where they can take part—safely—in conversations they care about at any time.
- Where families can improve their businesses, economies can thrive, and communities can hold their elected leaders accountable. Where we can work together to address shared problems.

This world is our common goal.



High quality, local information is a root solution to advancing social, economic, and political progress. Internews works at the intersection of media, information, and development. Our purpose is to ensure that all people are fully empowered with the information they need to have a voice in their future and to make informed choices for their families and their communities.

Our theory of change

Healthy information ecosystems are a root solution to advancing human progress. They contribute to economic well-being, social progress, and good governance.

Our vision for the future

We envision a future where everyone, everywhere, enjoys equal access to trusted, quality information that empowers them to live healthy, secure, rewarding lives.

THE CHALLENGES

Information fuels the engine of social, economic, and human progress. However, we are far from a world where people everywhere enjoy information equally.

Global trends and challenges:

Expanding private sector investment

It is predicted that mobile internet and telephony will skyrocket, connecting 90% of the world's population by 2020. As the private sector invests to bring the "next billion" internet users online, unpredictable business models for information access, content and consumption are altering the development landscape.

Endemic crises

Environmental change, natural disasters, extremist ideologies, and the spread of conflict and post-conflict situations around the world continue to drive volatility and uncertainty.

Closing spaces and fights for control

Censorship is on the rise, creating more closed societies. State and non-state actors are increasingly sophisticated in using information as a weapon. Expanding information wars and politicization of media increases the need and demand for more accurate, trusted information.

Information overload

As access to information expands, we see the burden growing for information consumers. While some remain in "information deserts," many will struggle to find meaningful local content within a global information glut.

Digital "have nots" falling further behind

The divide between information "haves" and "have nots" is growing. While extreme poverty is shrinking, inequality is growing, creating an ever more pernicious digital divide fueled by discrimination against already marginalized groups.

Continued, breakneck technology disruption

New software, devices, and platforms are still driving rapid change, bringing new challenges and opportunities in all aspects of life. The quest for high quality local information will face increasing disruption from high speed internet, mobile devices, wearables, the Internet of Things, sensors, big data, machine learning, and more.



>60%

of the world's population remains offline in information "dark spots"



370

journalists were killed in the last 10 years, the most dangerous decade for journalists in history



6 in 7

people worldwide live in a country *without* a free press

OUR PURPOSE }



Access

Ensure robust access to information for the information-poor and vulnerable

Robust access means enabling people to safely access the information they need from a diverse variety of sources. We work to target market failures and safeguard competition and diversity for the next billion who come online. Our support for local advocates who promote diverse and competitive media channels and an open, affordable internet is critical to ensuring robust access continues to expand. Growing access also brings new concerns for safety and security, particularly for active and influential content creators.



Inclusion

Reduce systemic information exclusion

In the midst of expanding access, state and societal forces often counter with systemic exclusion in the form of overt censorship and the exclusion of historically disadvantaged groups such as women, ethnic or religious minorities, and LGBT people. We work to counter censorship through policy and offer tools and technologies that help people circumvent censorship. We are purposeful in expanding information engagement to excluded groups by linking them with trusted partners and supporters, building their skills, and helping them ensure their voices are heard.

Our work directly addresses the unfinished business we see around the world: the market gaps, the repressive regimes, the remaining information deserts and the growing information gluts.



Content

Fill critical gaps in quality content

As global content expands, gaps are growing in locally-produced and locally-relevant local language content. We focus on filling gaps in coverage of vital issues, such as community health and environmental degradation, to drive local change. We believe quality content should be assessed by how effectively it opens space for discussion and leads to action while reflecting the diversity of the community it serves. Our approach is to build sustainable capacity of content creators and ensure content is financially viable over the long term.



Engagement

Support the ability of people to critically engage with news and information

Social media can create echo chambers of narrowly filtered information, which in turn can fuel hate speech in fragile communities. “Information overload” limits the capacity of people to access the information necessary to make informed choices. To reverse these trends, we strive to improve media, information, and data literacy, so people can discern the validity and integrity of the news and information they consume. We are adopting strategies to engage underrepresented voices across the media and information environment. Increased engagement leads to demand for better quality news and information, creating a virtuous cycle between access, content and engagement.

OUR CAPABILITIES

This strategic framework draws upon Internews' highly operational and entrepreneurial spirit, while setting clear intentions for the coming five-year period. It builds on our history, while adapting to the changing global environment. This will ensure that we continue to deliver value to our partners, beneficiaries, and funders.

Our core capabilities include:



Deeply local solutions

We have developed a decentralized and entrepreneurial model that supports deeply local approaches. This approach drives the relevance, impact, and sustainability of our programs in the communities where we work. It gives us the local flexibility to find the best solutions in context, giving our organization the nimbleness required to work in a rapidly changing, uncertain and complex world.



Operations for the hardest places on earth

We have a proven ability to work in the toughest places, from remote locations to some of the most heavily censored countries in the world. Our capacity to navigate difficult and closed environments has built our reputation as a trustworthy, effective partner and allows us to both respond quickly to emerging opportunities and reach the world's most information-poor and vulnerable.



Innovative adaptation of technology

The potential impact of our mission has only grown as technologies are enabling more effective and inclusive communications. While we are technology neutral in our approach, we excel at finding and adapting appropriate, forward-looking technology in our programs, from the lowest tech to the most cutting-edge. We strive to experiment with a wide range of technologies and cultivate real world, locally-informed experience for our program.

Partnerships that build global reach

Over more than 30 years, we have cultivated and maintained partners, people, and offices in more than 90 countries. These relationships with local partners, local experts, staff, and former staff build a foundation of global reach, diverse expertise, real time information, field insights, and program partners. Our local partners are key to the long-term viability and impact of our programs.



LOOKING AHEAD

As we look toward 2020, we see tremendous change on the horizon. Today, every organization needs to embrace the potential of digital transformation within its sector, in support of its partners and beneficiaries and within its own operations.



As this framework is enacted, so too is a set of 17 new Global Goals for Sustainable Development. These commit the international community to reduce poverty, live within our planetary limits, promote gender equality, and build more accountable governance, amongst other things. Our work has demonstrated that quality, relevant, accessible information is a root solution to

advancing the development goals of our time.

To achieve our goals, we will need to tap into multiple resources to lead the way to new models for effective engagement at the nexus of media, information, and development. We will leverage our local country programs and our own research and development activities, while

exploring expanded partnership with others who can bring new analysis and insight to this work.

Our promise in this five-year framework is to build on our strengths, while growing and adapting to meet the needs of the populations we serve. We will continually ask ourselves, “What more can be done?”

We will challenge ourselves to test new ideas, iterate, and work with our partners to make the most of new opportunities as they unfold. By the end of this five-year framework, we will significantly reduce information darkness and ensure that many more people in this world will enjoy equal access to trusted, quality information that empowers them to live healthy, secure, rewarding lives.



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