Sida-Funded International Training Programme
"Media Development and Democratic
Media-Regulation in a New Digital Era"

ITP 295

Armenia, Moldova and Ukraine – 2023/2024
FINAL REPORT

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Abbreviations

(In alphabetical order)

AI	Artificial intelligence
AVMSD	Audiovisual Media Services Directive
CEDEM	Centre for Democracy and Rule of Law,
CEPA	Comprehensive and Enhanced Partnership Agreement
CoE	Council of Europe
CSO	Civil society organisation
DMA	Digital Markets Act
DSA	Digital Services Act
EASA	European Advertising Standards Alliance
EMFA	European Media Freedom Act
EU	European Union
IMI	Institute of Mass Information
ITP Media	International Training Programme on *Media Development and Democratic Media-Regulation in a New Digital Era*
MEO	Media Ethics Observatory
NGO	Non-governmental organisation
NUJU	National Union of Journalists of Ukraine
OSCE	Organization for Security and Co-operation in Europe
RSF	Reporters Without Borders
URC	Ukraine Recovery Conference
USAID	United States Agency for International Development

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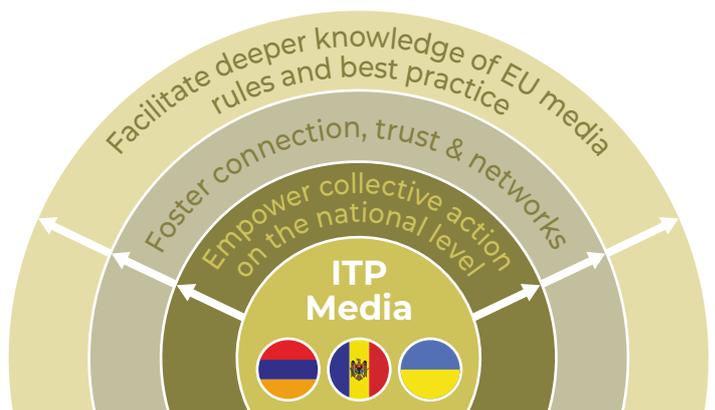
EXECUTIVE SUMMARY

The Sida-funded international training programme on *Media Development and Democratic Media-Regulation in a New Digital Era* (ITP Media) aimed at providing a platform for constructive, creative dialogue between prominent representatives from media, government and civil society on how to improve media self-regulatory as well as regulatory frameworks in their countries.

The programme methodology has proven to reach tangible results and aims to facilitate deeper knowledge, fostering connection, trust and networks and encourage participants to join forces to address concrete problems through their change projects.

Expected results

ITP Media provided opportunities for media, civil society organisations (CSOs) and media-related institutions and legislative bodies from Armenia, Moldova and Ukraine to:

1. **increase knowledge** of EU legislation and European best practice.
2. **strengthen networks and coordination** and
3. encourage **shared commitment to initiated change projects** that target (short- and long-term) improvements to media regulatory bodies, practice and the legal framework based on EU legislation and European best practice.

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Programme implementation

The 2023-2024 ITP Media programme marked a significant milestone as the largest cohort since its inception in 2019 (for Eastern Europe), bringing together 73 participants from diverse media backgrounds. This cohort engaged in a rich combination of in-person and online sessions, with impactful study visits to Brussels and Sweden that allowed for immersive learning experiences.

The programme's curriculum was designed to deepen participants' understanding of EU media legislation and best practices, while also offering tailored, expert-led guidance to address the unique needs and challenges of each country represented. In response to the pressing geopolitical landscape, especially the ongoing war in Ukraine. The programme incorporated focused discussions on media resilience in times of conflict, the vital role of independent journalism, and effective strategies for advocating for media recovery.

73 participants
From Armenia, Moldova & Ukraine *2023-2024 cohort*

Challenges

The ITP Media 2023-2024 programme faced a few notable challenges that impacted its execution and engagement with participants. First, a delayed start compressed the schedule, limiting the time available for certain planned activities. Additionally, geopolitical instability presented serious hurdles, particularly for participants from Ukraine, who faced significant safety concerns and administrative restrictions due to martial law, affecting their ability to engage fully. Finally, accommodating the large cohort of participants posed some challenges to foster the level of deep, interactive engagement that the programme aimed to achieve.

Achievements

Despite various challenges, the programme reached significant milestones. Firstly, the participants were equipped with essential knowledge of EU media regulations, including the Digital Services Act (DSA) and the Digital Markets Act (DMA), and were supported in applying these regulations to local contexts. Secondly, the initiative strengthened both national and cross-border networks, creating essential foundations for advancing media reforms. Finally, these collaborations resulted in tangible changes within the respective countries. Participants jointly provided substantial input on various laws and regulations that address regulatory and self-regulatory systems. Additionally, participants promoted the importance of independent journalism and media self-regulation through campaigns, workshops, and public events.

In **Armenia**, efforts centered on modernising media legislation and encouraging self-regulation, introducing a "Quality Mark" to promote ethical journalism. The programme fostered partnerships among media organisations, government, and regulatory bodies and emphasised the integration of EU legal frameworks despite Armenia's non-candidate status for EU membership.

In **Moldova**, the programme focused on enhancing media ownership transparency and reinforcing the legal framework to counter foreign propaganda. Networking efforts led to improved cooperation between regulatory agencies and media watchdogs, with an emphasis on access to information legislation.

In **Ukraine**, amid the ongoing war, participants prioritised media recovery and resilience, establishing the "Media Recovery" network and advocating for the inclusion of media recovery in national rebuilding strategies. Efforts also emphasised revitalising the media self-regulation system to uphold ethical journalism and bolster media independence.
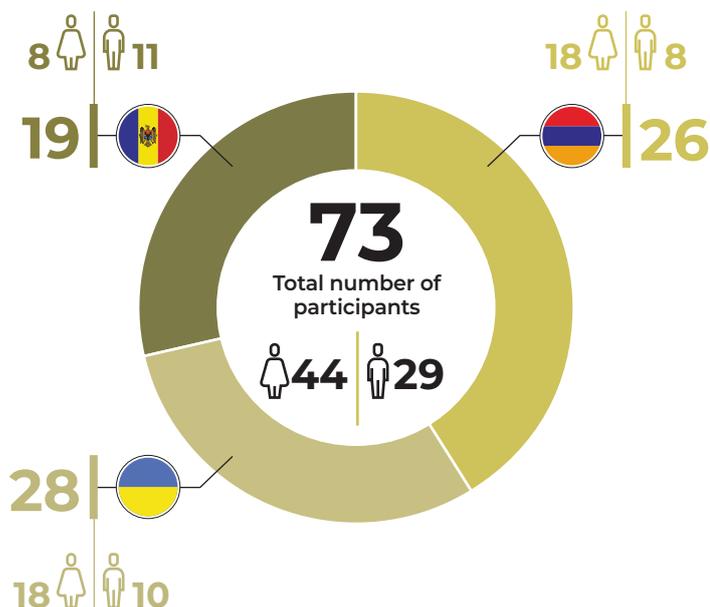
Conclusion

Efforts to build a resilient and democratic media environment in Armenia, Moldova, and Ukraine face substantial challenges, including political pressure, external disinformation and propaganda, economic constraints, and the lasting impacts of war. Despite these challenges, the programme has contributed to a solid foundation for media reform and democratic growth across the region. Through fostering a network of media professionals in these countries, the programme has enabled valuable collaboration, allowing for an exchange of knowledge and a leverage of collective strengths to improve the media landscapes. However, continued commitment, adaptability, and collaborative effort will be crucial to sustaining this progress and advancing toward a truly resilient and democratic media environment.

> *About 200 media professionals from Eastern Europe have participated in ITP Media over the years (160 from Armenia, Moldova and Ukraine). They form a critical mass of individuals with the same knowledge and ambition to build up democratic societies with a resilient media sector. This network of highly skilled experts continues to build strong connections both internationally and nationally, collaborating toward a common vision of media integrity and sustainability.*

The lessons learned from this initiative underscore the importance of structured networking, shared knowledge, and continued collaboration as vital components of successful regional partnerships.

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① INTRODUCTION

The Sida-funded international training programme on *Media Development and Democratic Media-Regulation in a New Digital Era* (ITP Media) was based on a call-off response within the framework contract for the capacity development programme for the media sector.[1] NIRAS Sweden AB, in consortium with International Media Support (IMS), Linnaeus University (Fojo Media Institute) and Global Reporting Sweden AB has implemented several ITPs focusing on media between 2019 and 2024 in the region.[2] Almost 200 media professionals have now participated in the programme from Eastern Europe. The consortium reported on the global programme between 2019-2023 during autumn 2023. This report will primarily focus on the activities and results related for the 2023-2024 cohort.

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[1] ITP 295 Self-Regulating Framework for Democratic Media Development

[2] The consortium has managed 6 programmes between 2019-2024 in Eastern Europe, including the Georgian programme and the AMU programme in 2024 which amounts to 200 participants, 160 from Armenia, Moldova and Ukraine. Globally 23 programmes and 3 alumni meetings in 5 different regions (Africa, Asia, Eastern Europe, Latin America, MENA) have been held between 2018-2024. Globally the programme has reached more than 600 participants.

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8 | 11

18 | 8

19 | 🇲🇩

🇦🇲 | 26

73
Total number of
participants

44 | 29

28 | 🇺🇦

18 | 10

The current programme builds on prior experience and strong networks developed over the years in the region and globally. The methodology has been refined and developed to match the needs of participants and the ability to deliver tangible results. This 'new generation' of the programme is based on the structure and outline developed from years of experience.

To strengthen democracy, the programme developed ties to – and knowledge about – the EU's legal systems and structures within the sphere of media and freedom of expression. As participating countries must align and harmonise their existing legislation to that of the EU, this knowledge and supporting network will have a strong potential to bolster the countries in enhancing their democratic development.

ITP Media aimed to provide a platform for constructive, creative dialogue between prominent representatives from media, government and civil society on how to improve media self-regulatory as well as regulatory frameworks in their respective countries. Over the years, the ITP model has proven to be very important in building strong cross-sectorial networks and strengthening media independence in participating programme countries. The ITPs have helped to build strong connections and foster a common understanding of the challenges and how to address them by making use of international experience and best practice among participants. Participants were encouraged to collaborate on specific challenges and take advantage of opportunities in ways that achieve greater impact than they could achieve alone.

The ITP Media 2023-2024 programme attracted a carefully selected group of professionals from government, media, and civil society sectors, all positioned to drive change and address country-specific challenges. Among them were recognised experts, particularly from Ukraine, where several participants had contributed to developing the country's EU-aligned media law and had experience with the Council of Europe Expert Group.

> *ITP played a significant role in equipping us, including the members of the group currently working on draft laws amending media legislation, with crucial knowledge regarding the latest developments in the EU acquis (EMFA, DSA, AI Act etc.) Thanks to ITP, we gained deeper insight into the practical implications of these regulations on media operations, content moderation, transparency obligations, and the protection of fundamental rights. It empowered us to make informed contributions to draft laws that align with EU standards."*
>
> *Participants' voices*

This report provides an update on the general development in the countries and the region over the project period. Additionally, it offers insights into the results, achievements, and challenges that have occurred during the programme's implementation, and which have required attention, innovation and sometimes new approaches.

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2 REGIONAL MEDIA TRENDS AND CHALLENGES

The ongoing geopolitical tensions stemming from the Russian invasion of Ukraine and the broader implications of hybrid threats, including disinformation campaigns, have significantly shaped the media landscape in Armenia, Moldova, and Ukraine. These challenges have underscored the importance of an independent media and the need for robust regulatory frameworks to counteract external influences.

Influence of Russian aggression and hybrid threats

The Russian invasion of Ukraine created a ripple effect throughout the region, fostering a climate of insecurity and instability that has adversely impacted media freedom and integrity. Disinformation campaigns have proliferated, aiming to undermine public trust in democratic institutions and promote narratives favourable to Russian interests. In Ukraine, the Government has implemented measures to combat disinformation, including the establishment of a national agency tasked with monitoring and addressing false narratives. However, these efforts must navigate the delicate balance between safeguarding national security and protecting freedom of expression. Still, Ukraine media has shown a high level of resilience as is demonstrated by the fact that investigative journalists continue to publish important investigations in Ukraine.

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In Moldova, the media landscape has also been affected by Russian influence, particularly through pro-Kremlin outlets that disseminate disinformation. The Government has sought to bolster media literacy among the population to counteract these narratives, yet challenges remain in ensuring that independent journalism can thrive in an environment rife with misinformation.

Armenia, while facing different historical and political contexts, has similarly grappled with the impact of disinformation and external pressures. The recent conflict with Azerbaijan has intensified the need for a strong, independent media, capable of providing accurate information to the public and holding authorities accountable.

Regulatory developments and EU integration

Attempts by the Georgia Government to pass the controversial 'law on foreign agents' have raised alarms across the region, signalling a potential regression in media freedoms. This development has not only sparked protests but has also stalled Georgia's EU accession process, serving as a cautionary tale for Armenia, Moldova, and Ukraine. These countries have recognised the importance of aligning their media regulations with European standards to maintain their own trajectories toward EU integration.

In response to the geopolitical landscape, Armenia, Moldova, and Ukraine have strengthened their ties with the EU, actively seeking guidance on aligning their media sectors with EU legislation. This has led to a greater emphasis on self-regulation and the adoption of European best practices in media governance.

For instance, Moldova has made strides in reforming its media laws to enhance transparency and accountability, which is crucial for fostering a diverse and independent media environment.

The EU's support for media development in these countries has included funding initiatives aimed at enhancing journalistic standards and promoting investigative journalism. These efforts are vital for building resilience against disinformation and ensuring that media can continue to serve as a watchdog for democracy.

The media landscapes in Armenia, Moldova, and Ukraine are navigating a complex interplay of external pressures, regulatory reforms, and aspirations for EU integration. As these countries confront the challenges posed by disinformation and hybrid threats, there is a concerted effort to harmonise media regulations with European standards, ensuring the protection of media freedom and the promotion of independent journalism. The ongoing developments in this region highlight the critical role of a free and robust media in safeguarding democratic values and fostering informed citizenry in the face of adversity.

2.1 Armenia

Ongoing tensions and security challenges related to the Nagorno-Karabakh conflict continue to dominate Armenia's political discourse. September 2023 marked a dramatic moment in Armenian history when over 100,000 Armenians fled their homes in Nagorno-Karabakh within a week, bringing a tragic end to a 30-year struggle for independence. These people left behind their homes, belongings, cemeteries, and often the bodies of sons, husbands, and brothers who had died during recent clashes. While this new wave of refugees added to the country's burden, the exodus deepened internal political and societal polarisation. The Government's geo-political stance shifted, as the Nagorno-Karabakh situation highlighted the collapse of Armenia's strategic and military partnership with Russia, further straining internal politics.

These geopolitical challenges heavily impacted the media landscape, with media continuously becoming a tool for deepening societal divisions. Political parties, both government and opposition, increasingly used the media as a weapon to push their own agendas.

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The small segment of independently configured media was in a difficult position, experiencing pressure from all sides and working with limited resources. As a result, constructive processes – such as discussions on mass-media legal amendments, including the integration of self-regulation mechanisms – were delayed. Media outlets were consumed with covering the unfolding refugee crisis and political turmoil, leaving little capacity for deeper engagement on legal reforms. Opposition media, in particular, resisted all Government-proposed reforms in the wake of Nagorno-Karabakh's final loss.

Efforts to introduce stronger regulations for digital platforms and to promote self-regulation in the media were met with mixed reactions, contributing to public mistrust and complicating attempts to create a more unified and responsible media landscape. Misinformation campaigns, both domestic and foreign, further exploited sensitive topics like national security, economic hardship, and shifting geopolitical alliances, eroding public trust in both the Government and the media.

The modernisation of mass media and audiovisual laws, and their alignment with EU standards, remained a significant challenge, particularly with the planned replacement of the Comprehensive and Enhanced Partnership Agreement (CEPA). While crucial, these reforms faced resistance from certain political and media factions. ITP Media started under these difficult conditions, with its multi-stakeholder approach presenting both opportunities and challenges. Media and public institutions alike faced immense difficulties in navigating these tense circumstances. Only in early 2024 did Armenia begin to return to a more normalised process, with discussions around legislation and media reforms gradually resuming.

By September 2024, significant media reforms had yet to materialise, but the media development community laid a tremendous amount of groundwork, including the work of the ITP Media Armenian team. These efforts set the stage for more thoughtful and practical changes, rooted in both international best practices and the specific needs of Armenia's local context. This preparatory work is essential for ensuring that future reforms are effective and sustainable.

2.2 Moldova

Freedom of the press and the right to information are guaranteed by law, and a journalistic code of ethics encourages best practice in Moldova. Access to information is however sometimes undermined, and arbitrary defamation lawsuits are frequent. The rapid and non-transparent changes to legislation at the end of 2023, with the aim of blocking pro-Russian channels whose licences were suspended during the state of emergency, are concerning. There is also a need to ensure access to information of public interest, safeguard the independence of journalists, and improve the quality of media content. Moldova has additionally seen an increasing number of cases of verbal assault, intimidation and harassment of journalists.

In 2024, the cyber/hybrid attacks on Moldova security ecosystem intensified in the context of the October 2024 presidential elections and referendum. At the same time, the situation regarding the Moldovan breakaway region Transnistria remains tense. The state tries to build resistance to disinformation by creating new tools (Stratcom, Media literacy initiatives, etc.).

There is strong pressure on state authorities from CSOs and citizens to prevent and combat foreign propaganda and disinformation campaigns and to set clear and transparent rules in media coverage of elections. Moldova has weak public trust in institutions. There is a limited digital literacy among the population in Moldova, and people are still susceptible to foreign information manipulation and interference. The state response to national security threats is not proportional to the hybrid war threats that Moldova is experiencing, and a lot more need to be done. Moldova also faces difficulties in regulating social media platforms and there is a lack of solutions to address online disinformation.

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2.3 Ukraine

The main media challenges in Ukraine are connected to Russia's war campaign. Unpredictable attacks by Russian missiles affect not only physical infrastructure but also human capital capacities. Living and working under prolonged stress and unexpected events has negative effects, leading to burnout and affecting the media's capability to engage effectively. There is a high danger for journalists working in Ukraine: 17 have been killed in the line of duty since the start of the Russian aggression to date, and 30% of media outlets have suspended operations for security and/or financial reasons.

Throughout this year, several cases have brought attention to the discussion on how media relate and respond to pressure from top officials and the issue of media capture.[3] These include: pressure on Public Broadcasting company to withdraw funding, which which would seriously harm the institution;[4] the case of the News Agency Ukrinform, where the Director has tried to impose censorship within the organisation;[5] unprecedented pressure from US influencers and probably bot farms that Texty, an independent data journalism platform, faced after publishing a list of organisations and individuals in the US who oppose supporting Ukraine;[6] and attacks on investigative and Ukrainian journalists and media watchdogs who are voicing concerns over the declining press freedoms.[7]

These reports illustrate the solidarity among media professionals in protecting freedom of speech and opposing attempts to suppress it, discussions on media capture and role of independent journalism.

There are signs that the media field is reforming. Discussions on media professional standards have become more widespread in Ukraine. And Ukraine's desire for EU integration demonstrates that reforms are possible even during the war. New improved legislation is still being established, discussed and implemented. For example, the discussions on the draft *Media Law on Telegram Regulation,* the draft *Media Law on the DMA / DSA* and the mapping of necessary changes in Ukrainian legislation carried out by the working group on the development of the media law, in which participants of ITP Media are members.

A coordination committee for the implementation of the Council of Europe's campaign 'Journalists Matter' in Ukraine has been established at the Ministry of Culture and Information Policy.[8] A media recovery track started to be communicated as a specific part of the larger recovery process that Ukraine has initiated to plan beyond the current war. In this initiative, the Ministry of Culture and Information Policy established a roadmap to support the recovery of a pluralistic, transparent and independent post-war media space after the termination or abolition of martial law. International support and solidarity with Ukraine remain key factors in accelerating the return to a peaceful life.

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[3] https://rsf.org/en/shrinking-press-freedom-ukraine-urgent-need-implement-roadmap-right-information
[4] https://en.detector.media/post/mediarukh-statement-regarding-pressure-on-public-broadcasting
[5] https://imi.org.ua/en/news/topic-guidelines-pressure-on-employees-up-studies-ukrinform-under-matsuka-i61689
[6] https://zmina.info/en/news-en/ukrainian-media-organizations-vehemently-condemn-pressure-and-threats-against-journalists-of-texty-org-ua/
[7] https://kyivindependent.com/pressure-on-journalists-press-freedom-limitations-continue-in-wartime-ukraine/
[8] https://mcsc.gov.ua/en/news/in-ukraine-the-council-of-europes-journalists-matter-campaign-has-been-launched/

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3 THE PROGRAMME - AN OVERVIEW

The 2023-2024 ITP Media is a continuation of the previous programmes in Eastern Europe but differed in several ways. Previous programmes were held in both Russian and English, but there was a strategic decision to carry out ITP Media 2023-2024 only in English.

In addition, the most recent programme focused strongly on EU legislation and included a study visit to Brussels and meetings with key actors in Sweden who work with the implementation of EU legislation. The programme also placed greater emphasis on inputs from experts through joint webinars for all participants as well as extensive opportunities to engage them further for tailor-made expert input on the national level throughout the programme period. This more localised expert input complemented the joint study visits and webinars to further break down the knowledge and provide country-specific input on its implications for the media sector in each country.

What also differentiated this ITP Media from previous years was the invitation of a larger number of participants from each country. From limiting participation to 25 individuals per year, the 20023-2004 programme selected 75 participants to participate.[9] As the group grew larger, it was divided in two parts, and the study visits to Stockholm and Brussels were held on two separate occasions. The relatively larger number of participants (compared to previous ITP programmes) created some challenges on how to accommodate

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[9] The programme enrolled 26 persons from Armenia, 21 from Moldova and 28 from Ukraine. Only 2 dropped out at a very early stage of the programme due to personal reasons. From Phase 2, the programme consisted of 73 participants.

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such a large group in study visits. Further, it created some methodological challenges as the ITP concept is committed to enabling close interaction and networking. At the same time, the larger number of participants posed an opportunity as it was possible to select a wider number of key stakeholders. In some cases, more than one participant was invited from the same organisation, which was impactful as it increased the possibilities for participants to further their work on strengthening media freedom in their home countries.

Specific features of the 2023-2024 ITP Media

FOCUS on EU legislation and how this can be localised

English language

Larger cohort (73 versus 25)

Broader participation (drawing from different stakeholders)

Study visits to Brussels and Stockholm

Expert inputs through webinars

Built on/linked to previous change initiatives

Engagement of experts for bespoke input on country-specific needs

ITP Media was originally planned to be implemented for 12 months but instead was completed in 10 months. While this reduced the implementation time, participants did manage to achieve several goals of their joint 'change projects'. The ability for ITP Media to attract high-level professionals and key stakeholders in the media sector also contributed to

the programme's achievements. During a relatively short period of time, the change projects have resulted in significant impact due to the dedication and engagement of each of the participants as well as their ability to engage their own organisations in the work.

> *The main achievements of the change project are quite significant and will have a lasting impact. One of the key outcomes is that the programme has provided valuable insights and expertise that will help drive changes in the draft of the relevant law concerning media regulation and self-regulation. The knowledge gained through the programme is instrumental in shaping these legal revisions to better support media freedom and accountability in practice."*
>
> *Participants' voices*

The shortened implementation period meant that several planned events had to be rescheduled, and it also affected the possibility to implement all planned activities and absorb the total amount of expert hours. The two main reasons that the programme did not make use of the entire budget is because the programme started more than one month later than originally planned and most of the lecturers who were scheduled for the study visits in Brussels and Sweden kindly declined to be paid.

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160
ITP Media alumni
From Armenia, Moldova & Ukraine

With a larger number of participants in the latest programme – including multiple participants from the same institutions – alongside alumni from previous ITP Media cohorts, the ITP alumni network now comprises 160 individuals from the programme's target countries.[10] This has created a momentum in which a large number of media professionals now are able to gain current and relevant information, which is of importance for the regional development of the media sector as well as now having increased knowledge on how to harmonise the national legal framework to EU best practices and standards.

One of the methodological foundations of ITP Media is that the programme also encourages participants to identify challenges and develop joint change projects during the programme. This is a way to bring participants from different fields of the media sector together to identify problems and to work towards addressing them with specific well-defined actions.

The current programme's change projects were also encouraged to take up, link to or build on previous participants' projects. The National Facilitators were critical in this process as they could contribute with their institutional memory and connect the current participants with previous ones. Throughout the programme, fostering connections between various change projects and engaging with past participants have been key elements of the work within each country. The National Facilitators have also been important in encouraging and facilitating cross-countries connections to learn from the experience of past and current ITP participants. The opportunity to hire experts to support the country-specific needs additionally fostered great opportunities to create real impact.

3.1 Strategic choices and approach

ITP Media is firmly based on the methodology developed over the years and one that has proven to create results in all the three programme areas, namely, to facilitate deeper knowledge, foster connection, trust and networks, and encourage participants to join forces to address concrete problems through their change projects. Although the programme described in this report differed from the previous ones, the core features of ITP Media have remained. There has been a careful selection of key stakeholders who enjoy both the willingness and the possibility to be agents for change. There has also been a strong focus on providing high-level information and insights to support the media sector in each of the participating countries. The participants have gained necessary knowledge and tools to go forward and improve the media sector using EU standards and international best practices.
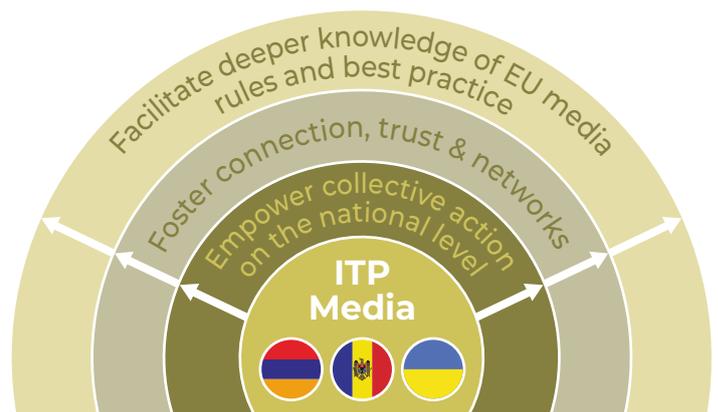
The programme has also created networks and strengthened ties among the participants over sectors and nations, which can facilitate change in respective country. The participants have been encouraged to collaborate and seek solutions to jointly identify challenges through their change initiatives. ITP Media is designed to encourage participants to elaborate on regulatory and self-regulatory systems, using the EU regulatory systems and directives as a way to contribute to the democratic development in the programme countries.

This programme is built around four key entry points that have guided its direction from start to finish. In the country sections, each of the entry points and their relevance and challenges will be discussed.

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[10] The number of Alumni amounts to close to 200 when counting also the Georgian participants in ITP media programmes in the region between 2019-2024.

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Programme entry points:

1 Networking with relevant experts and agencies within the EU

2 Mitigating media capture

3 EU regulations (DSA, DMA, EMFA, audio-visual)

4 EU integration for agencies and self-regulating actors

The programme has aimed at connecting and encouraging **networking with relevant experts and agencies within the EU.** Through contacts and strong networks with experts and agencies, participants have been able to gain a good understanding of the latest development and understand the challenges that will help them navigate the complex landscape of EU regulations and policies. These connections can be important for forming partnerships, possibly seeking funding opportunities, and access to resources that can enhance their work within the EU context.

ITP Media strived to increase **the understanding of and ability to identify measures to mitigate media capture.** Participants gained a deeper understanding of the mechanisms and factors that contribute to media capture, as well as strategies for its mitigation. This includes being able to identify potential sources of influence, assess regulatory gaps, and analyse the economic and political dynamics at play. The programme covered a number of actions to mitigate media capture: strengthening regulatory frameworks ensuring media pluralism and independence, promoting transparency in media ownership and funding, fostering professional journalism standards, supporting media literacy initiatives to empower citizens in critically evaluating information, and encouraging diversity in media representation.

Collaborative (multi-stakeholder) efforts involving relevant stakeholders, such as media organisations, civil society groups, and regulatory bodies, are often necessary to implement these measures effectively. Gaining

a deeper understanding of how funding mechanisms and structures may contribute to media capture, along with insights into supporting media pluralism and freedom, is essential.

The programme has furthermore strengthened the **understanding and action needed to comply with EU regulations** aimed at addressing the challenges posed by the digital age and the evolving media landscape. Key regulations include the DSA, the DMA, the European Media Freedom Act (EMFA), and the Audiovisual Media Services Directive (AVMSD). Also, the EU Code of Practice on Disinformation, which is a co-regulatory instrument (signed by the EU Commission and tech platforms) will be part of this package. Participants have gained an understanding of these regulations and their requirements, provisions, and implications, with inputs from legal experts breaking down the legal and technical aspects of each regulation.

Participants gained **a clear understanding of what EU integration actually means for the agencies and self-regulating actors that will implement the new laws and regulations.** This has included measures to help the participants understand what is needed for the successful implementation of regulations such as the DSA, DMA, EMFA, and AVMSD, for example the importance of establishing clear criteria that guide the actions of both regulatory agencies and self-regulating actors. Regulatory agencies responsible for overseeing compliance with these regulations should develop and communicate clear guidelines and criteria for assessing adherence. This includes defining specific thresholds, requirements, and expectations that need to be met. When it comes to regulatory agencies, these criteria can cover various aspects such as data protection, content moderation, platform behaviour, market dominance, and consumer protection. Self-regulating actors, such as industry associations or platforms, on the other hand, should establish their own criteria for implementing the regulations within their respective domains. This involves defining internal policies, codes of conduct, and best practices that align with the regulatory requirements.

3.2 Regional synergies and learning

The importance of building networks on both a national and international scale has been emphasised in this

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ITP Media involving Armenia, Moldova and Ukraine. By focusing on establishing connections among participants from these three countries, the initiative fostered a platform for shared experiences and mutual learning, essential for addressing the unique challenges each nation faces in the media landscape. The study visits to Sweden and Brussels served as pivotal moments in this endeavour, not only enriching participants' understanding of EU legislation and best practices but also facilitating valuable networking opportunities with relevant stakeholders.

95%
the number of participants who increased their national networks

Networking opportunities and challenges

The initial meeting in Stockholm was a significant step in creating synergies among the participants. By organising team-building exercises, the management team sought to encourage interaction and foster relationships between participants. While the size of the group posed some practical challenges, various efforts to develop and connect participants was still very successful. The participants developed stronger national networks than international, mostly due to the more frequent meetings and the result of their joint work with the

change projects. As many as 95% of the participants state they increased their national networks. Out of these, 65% stated they increased their national networks to a large extent. Although the larger group might have made it challenging to effectively interact and network with participants from the other participating countries, as many as 44% of the participants still stated that they increased their international networks to a large extent, and 53% say they increased their international networks to some extent.[11] This show that even though the large group posed some challenges the results are still satisfactory and ITP Media has contributed to the strengthening of connections and collaborations both in programme countries as well as between the countries.

> *In my opinion, the most significant results of the ITP were the improvement of participants' professional skills, the expansion of their networks, and increased efficiency in various projects. These outcomes had both direct and indirect effects on their careers and the development of their organisations".*
>
> *Participants' voices*

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[11] The data mentioned in the report comes from the final survey to ITP participants 2023/2024 which was answered by 60 out of 73 participants (82%). The respondents are fairly equally distributed between the participating countries, age, gender and profession.

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> ❞ *I think that's the biggest advantage for me in participating in this programme is the connection with people. For example, I met many talented journalists from Ukraine and Armenia with whom I keep in touch till today. Without ITP I don't think I would have had this opportunity. Another thing I am proud of is our change project that we have been working on. Of course, we still have a lot of work to do on it, but the information we have gathered will help us a lot to continue with additional projects related to access to information and state institutions".*
>
> *Participants' voices*

The subsequent gathering in Brussels was built upon the foundation laid in Stockholm. Participants had the chance to engage with European institutions and professionals, further expanding their networks. However, challenges with large group dynamics persisted. While the webinars were informative, they often limited participants' ability to fully engage due to time constraints and the high number of attendees. The use of breakout groups was a positive addition, enabling deeper discussions and a clearer understanding of shared challenge. Nonetheless, this format also highlighted the need for a more effective strategy for participant engagement in large online settings.

Shared learning experiences

Throughout the programme, participants were exposed to a wealth of knowledge regarding EU media regulations and best practices. The insights gained from the study visits to Sweden and Brussels were invaluable, providing a clearer understanding of how European standards can be integrated into local contexts. This exchange of ideas not only enhances individual competencies but also contributes to a collective regional growth mindset.

Moreover, the interactions facilitated by the webinars allowed participants to share their unique challenges and solutions. This collaborative learning environment is crucial as it encourages innovation and adaptability among the countries involved. By discussing common hurdles—such as regulatory compliance, media free-

dom, and the impact of digital transformation—participants can draw parallels between their experiences and develop strategies that are informed by a broader perspective.


The power of continued collaboration

The synergies established through this programme signify a critical step towards ongoing collaboration among the media communities in Armenia, Moldova, and Ukraine. The friendships and professional networks formed during the study visits and webinars have strong potential to evolve into lasting partnerships that can address shared challenges in the media sector. Moving forward, it is essential to maintain these connections through regular follow-ups, collaborative projects, and additional networking opportunities. This was highlighted during the final seminars.

To maximise the impact of these regional synergies, potential future initiatives should consider implementing smaller, focused workshops or retreats that allow for more intimate discussions. Additionally, leveraging technology to facilitate regular virtual meet-ups can help sustain the momentum generated during the initial programme. By continuing to foster an environment of collaboration and shared learning, the participating countries can work together more effectively to navigate the complexities of the media landscape and advocate for reforms that promote greater media freedom and accountability.

The programme has laid the groundwork for a vibrant network of media professionals across Armenia, Moldova, and Ukraine. By learning from each other and leveraging their collective strengths, these countries can enhance their media environments and contrib-

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ute to a more robust and democratic regional landscape. The lessons from this initiative underscore the importance of structured networking, shared knowledge, and continued collaboration as vital components of successful regional partnerships.

Structured networking

Successful regional partnerships

Shared knowledge

Continued collaboration
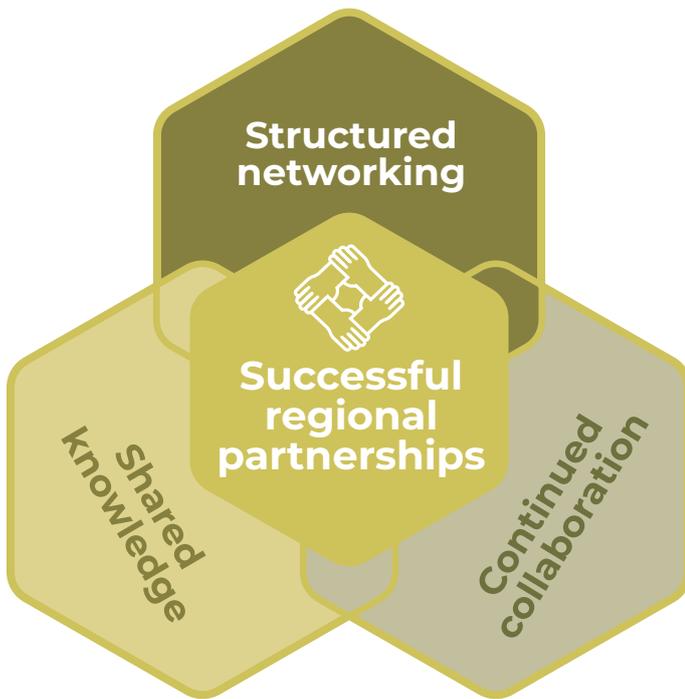
> **▌▌** *ITP Media plays a crucial role in promoting democratic development by enhancing transparency, accountability, and the protection of media freedoms in non-EU country, by focusing on capacity-building and fostering a deeper understanding of media regulations and governance. Moreover, by aligning with international standards and best practices, the programme helps bridge gaps in existing legal frameworks, such as in media ownership transparency or disinformation regulation. These efforts contribute to creating a more resilient media landscape that can better hold power to account, which is essential for democratic development in both the country and the wider region."*
>
> *Participants' voices*

3.3 Gender equality and social inclusion

Gender and age were among the selection criteria for the programme, together with expertise and an effort to balance participation among the different key stakeholders within the media field. In selecting participants, each country group aimed for a balanced representation of women and men. However, this is often a significant challenge in the Eastern European context, where up to 70% of employees in the media and NGO sectors are women. This challenge is further complicated in Ukraine, where many male employees are currently serving on the front lines. Despite these obstacles, we believe we achieved a fairly good gender balance. The programme has further been striving for hiring gender balanced country teams.

When planning the study visits in Sweden, the project team sought to highlight the importance of gender equality and inclusion, recognising the relevance from a harmonisation perspective. A session was therefore included with Ylva Bergman, editor-in-chief of Aktuell Hållbarhet and one of the experts in previous ITPs. The aim was to demonstrate the progress in Swedish media and society as a gradual process that requires time and coordinated efforts from various groups. In this context, the media plays a crucial role as a catalyst for change. As an example, a campaign against violence towards women conducted by several national and local media outlets in Sweden which led to significant mobilisation around the issue was brought up. The discussions in Sweden also addressed the problem of hate and threats against female journalists, as well as Swedish initiatives aimed at tackling these challenges.

As a complement, a gender expert was also engaged to review the change projects and provide comments from a gender perspective for each team. Recommendations and a list of further reading and reference documents were provided. To further strengthen the gender perspective the participants also received an overview on how gender equality and diversity is integrated into media regulation and self-regulation in the programme countries as well as a similar brief on the EU system. The briefs are available upon request.

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4 THE PROGRAMME RESULTS

ITP Media aimed to increase the participants' knowledge of EU legislation, European best practice, media concentration and media capture, thus gaining a better understanding of the components within the self-regulatory framework. The programme also aimed at strengthening the participants' in- and cross-country networks and encouraging participants to initiate joint collaborations that would then contribute to the development of democratic values, transparency, and resilient media environments. The results framework can be found in the annex 1.

> **To what extent did the programme meet your expectations?**
>
> Above my expectations **23%**
> To a full extent **72%**
> To a moderate extent **5%**

OUTCOME 1: Participants from media, CSOs and media-related institutions and legislative bodies have increased their knowledge and understanding of EU legislation, European best practice, media concentration, and media capture

Initially, the participants differed slightly in their level of knowledge of the various elements of the course. Journalists and participants from NGOs tended, for example, to have a better understanding of self-regulation but were not as familiar with the legal framework on an EU level. Although several participants can be considered high-level experts within their field and/
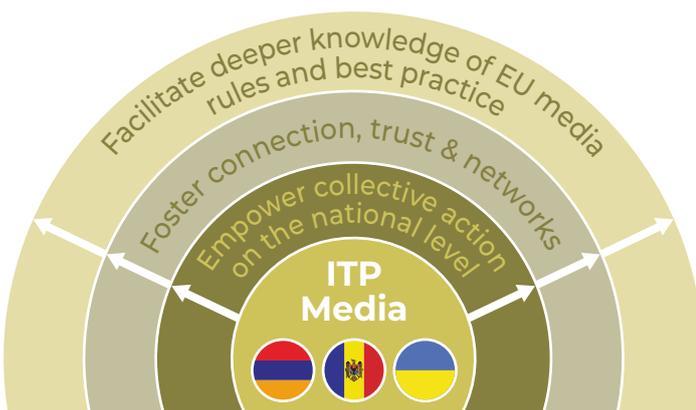
or hold prominent positions, after having completed ITP Media most of the participants stated that they had greatly increased their understanding of media self-regulation as a method to increase media freedom. As many as 75% of the participants answered that they had increased their understanding to a large extent, and only 22% stated that they increased their knowledge to some extent, which shows that the programme was able to provide highly relevant information also for individuals with that already were highly knowledgeable in the field.

> **To what extent have you increased your understanding of media self-regulation as a method to increase media freedom after having completed ITP Media?**
>
> To a large extent **75%**
> To some extent **22%**
> To a small extent **3%**

> **"** *I believe ITP Media has played and will continue to play a significant role in the democratic development of my country and region by promoting media self-regulation. By supporting journalists and media organisations in adopting ethical standards and responsible practices, the programme strengthens the integrity and credibility of the media. This, in turn, fosters trust between the public and the press, contributing to transparency and accountability. A well-functioning self-regulatory media system is essential for protecting freedom of speech, ensuring balanced reporting, and encouraging constructive dialogue, all of which are key elements of democratic development."*
>
> *Participants' voices*

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Participants demonstrate enhanced capacity to proficiently navigate EU legislation and regulations (DSA, DMA, EMFA and AVMSD)

The programme focused on exploring several aspects of EU legislation and regulations and the participants had the possibility to learn more about AVMSD, DSA, DMA, EMFA through the study visits, webinars and extensive reading materials. Overall, the participants increased their knowledge of EU legislation, as many as 61% of the participants state that they have increased their knowledge to a large extent, while close to 40% of the participants increased their knowledge to some extent. Participants have also increased their knowledge of what is needed in order for their respective countries to live up to EU standards, 56% increased their insights considerably to what the country needs, while 40% said that they had increased their knowledge to some extent.

To what extent has your knowledge on EU legislation (DSA, DMA, AVMSD, EMFA etc) increased?

61% to large extent
39% to some extent

> **My participation in the programme has greatly enhanced my understanding of EU legislation, including the Digital Services Act (DSA), Digital Markets Act (DMA), Audiovisual Media Services Directive (AVMS), and European Media Freedom Act (EMFA). I actively apply this knowledge in my work by ensuring compliance with relevant regulations and integrating best practices into our media policies. Additionally, I utilise insights from these legislations to inform discussions with colleagues and stakeholders about the implications of EU laws on our operations. This understanding has also proven valuable in advocating for media self-regulation and promoting a responsible media environment in line with EU standards."**
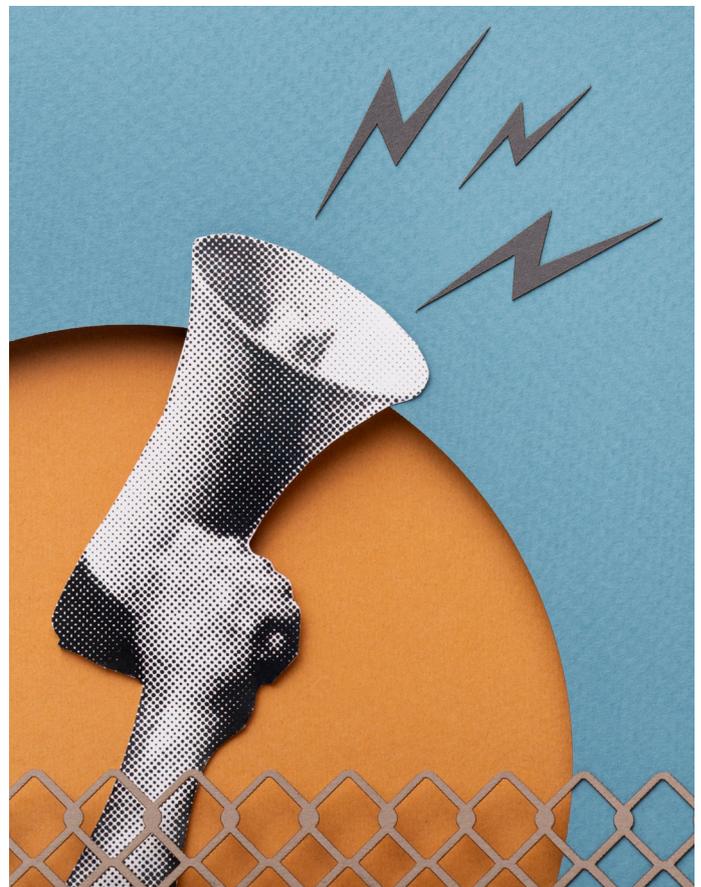>
> *Participants' voices*

To what extent has the programme increased your understanding of what your country needs to do to live up the EU standards within the field of regulation of media?

56% to large extent
40% to some extent

Participants gain a better understanding of the components within the self-regulatory framework.

One important component of the programme was to explore different models of self-regulatory frameworks. While many participants, especially those from media and NGOs, already had a solid understanding of self-regulation, the programme significantly deepened their knowledge. In fact, 75% stated that their knowledge about self-regulation as a tool to protect freedom of expression had greatly improved, and another 22% noted a moderate increase in their knowledge.

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Participants from government and state institutions have gained valuable insights into self-regulatory systems. They now have a clearer understanding of how such systems can be structured, as well as the potential advantages and drawbacks of different models. Dialogue and discussions throughout the programme enabled participants from various sectors to learn from different models, share country-specific experiences, and build a common understanding. They agreed that each country's self-regulatory system must be customised to its unique context while upholding core self-regulation principles.

> *Prior to participating in the programme, I was involved in the work of a self-regulatory organisation in Ukraine and had many arguments in favour of self-regulation. Participation in the programme strengthened my beliefs and provided new examples of how self-regulation works and how adherence to professional standards contributes to the development of democracy and freedom of speech."*
>
> *"After this programme, I changed my mind concerning self-regulation. As for me it is a crucial component of strengthening journalistic standards and media development as a whole"*
>
> *"I believe media self-regulation is a highly effective method to increase media freedom, provided it is properly structured and implemented. However, the success of media self-regulation depends on its genuine independence, the willingness of media outlets to adhere to ethical codes, and the trust of the public in self-regulatory bodies."*
>
> *Participants' voices*

OUTCOME 2: Participants from media, CSOs and media-related institutions and legislative bodies have strengthened their in-country/cross-country networks, collaborations and contact with relevant experts as a result of ITP Media.

The programme further aims at facilitating and fostering trust and connection among the participants nationally, but also encouraging the expansion of the participants' networks in other participating countries and with international and national experts in the field. It's evident that the programme managed to connect and bring people from different sectors together. Several of the participants mentioned that they now have a broader and a deeper network among media experts. Even in Moldova and Armenia, where people often already know one another, the outcomes are still significant. Participants have developed stronger and closer ties, building friendships and expanding their professional networks both within their countries but also beyond the country borders. When asked what they see as the most significant change, several participants pointed at the importance of connecting and building networks with professionals was one of the most valuable things about the programme.

To what extent did ITP Media serve as a platform for dialogue between your organisation and other key stakeholders, for discussion about media regulation and self-regulation?

To a large extent **67%**
To some extent **32%**
To a small extent **2%**

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> **I would like to express my deep appreciation for the impact this programme has had on my professional development and the broader media field. The knowledge, skills, and networks gained through the ITP programme have been invaluable, not only for my own work but for fostering meaningful change in media regulation and self-regulation within my country. I strongly encourage the continuation of this programme, as it plays a critical role in strengthening media freedom, ethical journalism, and democratic development."**

Participants' voices

Participants and their respective organisations have established strong networks for insights, knowledge sharing and collaboration

The programme focused on networking and fostering relationships among participants. Those from the same countries met on several occasions within their own countries. Across all ITP participants, regardless of country or profession, 96% emphasised that their national networks increased., 65% of these said their national networks increased to a large extent. Despite being a small country, Moldova stands out with 80% of participants across all sectors underlining that their national networks had increased to a large extent. In Ukraine, 80% of state and government institution

participants stated they increased their national network to a large extent, while this was much lower for both the media (25%), and CSOs (20%). In Armenia, the difference between the sectors was not so great: among participants from state and governmental institutions, 75% said they increased their national network significantly while the numbers for media and CSO representatives were slightly lower, 67% and 55%, respectively.

Has ITP Media increased your your NATIONAL network as support for effective work with regulatory and self-regulatory framework?

96% said YES

To what extent?

65% to large extent
31% to some extent

The programme also had several opportunities for networking and connecting with their regional colleagues and international experts. When asked, 40% of the 2023-2024 cohort said ITP Media helped increase their international network to a large extent, while 53% said they increased their international network to some extent. Thanks to the contacts they established, participants will be able to initiate their own contribution with media outlets and other stakeholders, both in the region and in the EU.

> **My ITP experience has been notably different from other capacity-building training I have attended in several ways. Firstly, the ITP programme provided a more in-depth, hands-on approach, focusing on practical applications of media self-regulation and fostering an interactive learning environment. Unlike other programmes that are often more theoretical, the ITP programme allowed me to immediately apply what I learned in my work, particularly in organising discussions and influencing media regulation practices."**

Participants' voices

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To what extent has your participation in the programme increased your INTERNATIONAL network as support for effective work with regulatory and self-regulatory framework?

40% to large extent
53% to some extent

Participants and their respective organisations have capacity and motivation to effectively engage with EU (and Swedish) experts and agencies

Participants have gained extensive knowledge and expertise while expanding both their national and international networks. This has led to 75% of participants deepening their understanding of the intersection between media, freedom of expression, human rights (including gender equality), and democracy to a larger extent, while 22% reported their understanding increased to some extent.

> *The programme equipped me with the knowledge and tools to organise more informed and engaging discussions on media regulation, enabling me to contribute meaningfully to conversations on the importance of media freedom and ethical standards in journalism. This led to more productive dialogues with media professionals, policymakers, and other stakeholders, raising awareness of the benefits of self-regulation. Indirectly, the programme helped me build a valuable network of professionals from different countries and sectors. These connections have opened up opportunities for future collaborations, allowing me to learn from diverse experiences and perspectives."*
>
> *Participants' voices*

> *ITP Media has contributed to several concrete changes within our organisation. Firstly, we have seen a marked improvement in the skills and knowledge. I have reported increased confidence in applying new techniques and strategies learned during the programme, which has positively impacted our project outcomes. I have implemented several best practices introduced in ITP Media, resulting in enhanced efficiency in our workflows and processes. This has not only improved productivity but also contributed to higher employee satisfaction, as team members feel more empowered and engaged in their work. Overall, ITP Media has been instrumental in driving both individual and organisational growth, aligning our goals with the evolving needs of our industry."*
>
> *Participants' voices*

OUTCOME 3: Participants from media, CSOs and media-related institutions and legislative bodies have initiated collaborations that will contribute to the development of democratic values, transparency, and resilient media environments.

The third objective of the programme was to encourage participants to identify key challenges and prioritise those that could be addressed within the programme period. The aim of the change projects is three-fold: it's a way to practise what has been learned, teamwork strengthens the connection and collaboration between the participants, and the change project itself delivers concrete results. As change often takes time, participants have also been encouraged to choose their change projects wisely to see if they could build on the projects of previous ITP generations and how they could ensure that there would be sustainability after the end of the programme. While some participants point to how useful it has been to gain practical knowledge of project management, others have stressed that they are very proud to have managed to collaborate successfully with their colleagues and were able to achieve tangible results during the 10 months.

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To what extent has your participation in the programme deepened your understanding of the intersection between media, freedom of expression, human rights including gender equality, and democracy?

67% to large extent
26% to some extent

> *I gained a deeper understanding of strategic planning, stakeholder engagement, and the use of various tools to assess and address challenges in media self-regulation. The programme provided practical methods for project management, such as setting measurable goals, monitoring progress, and adapting strategies based on feedback. These skills have not only strengthened my ability to structure and execute change initiatives but also enabled me to approach complex issues in a more systematic and results-oriented manner."*
>
> *Participants' voices*

> *The Ukrainian independent media recovery has become a well-known topic on international level. It helped us to attract international stakeholders to the media recovery advocacy process."*
>
> *"The main achievements of the change project are quite significant and will have a lasting impact. One of the key outcomes is that the programme has provided valuable insights and expertise that will help drive changes in the draft of the relevant law concerning media regulation and self-regulation. The knowledge gained through ITP Media is instrumental in shaping these legal revisions to better support media freedom and accountability in practice."*
>
> *Participants' voices*

Strengthened coordination among the Armenian, Moldovan and Ukrainian state, and non-state actors to increase alignment and harmonisation of efforts around reforms focusing on regulation, addressing media capture, and self-regulation in line with the EU requirements.

The programme supported the participants in strengthening their connections with other stakeholders in the country. The programme created stronger bonds and platforms for actions through the change projects. While the three countries started with two projects each, the objectives of the Armenian projects overlapped and therefore were merged into one project. The programme also resulted in some tangible results on the organisational level among the participating organisations.

Participants and their respective organisations have established strong networks for insights, knowledge sharing, and collaboration, while actively exploring a range of innovative methodologies to adapt the regulatory framework, deepening their practical comprehension and enhancing their ability to implement it effectively

Participants have gained increased knowledge of the regulatory, self-regulatory system, and EU legal framework and policies. Several participants also mentioned that they have not only gained increased knowledge, they also managed to implement concrete changes within their organisation (38%, to a large extent, 47% to some extent).

The 2023-2024 change initiative projects built on and developed what was achieved during the previous years of ITP Media. In all countries the work to establish and develop a self-regulatory system continued through the development of the mechanisms, creating a larger public awareness of the system among the general public, media, and journalists and to build a common understanding and trust in the system among a broad number of stakeholders.

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In Armenia and Moldova, several initiatives were undertaken to develop and enhance the regulatory system. This included drafting specific amendment proposals, such as those for the Mass Media Law and the Audiovisual Law in Armenia. In Moldova, the team drafted the Law on Media Services for print and online media, which includes legal provisions for transparent online and print media ownership. In Moldova, the ITP participants also identified the gaps in the implementation of the new access to information law and tried to raise awareness of the importance of a proposer implementation for the law to function well. In Ukraine, changes based on EU legislation have been proposed to the Ukrainian media and advertising law.

Several innovative ideas were introduced. In Armenia, the participants continued to build on the idea of a quality mark for media. This idea was inspired by the Whitelist that was established in Ukraine and was initiated by previous ITP generations. During this year the new media ethic icon[12] was launched. In Ukraine, several important steps were taken through the change projects that aimed at highlighting the need for media recovery and advocating for the inclusion of this issue in Ukraine's general recovery programmes. Efforts on national, regional and EU level led to several important achievements. The results per country are presented in the sections below.

4.1 Results – Armenia

Achievements during the programme period

Armenian participants have gained a deeper understanding of recent and proposed EU legislation, learning how to leverage these frameworks - such as AVMSD, EMFA, DSA, and DMA - to enhance media reform implementation in Armenia by integrating their principles and concepts. As the country still has not yet started a process to become an EU member state and align its legislation with the EU, there is no obligation for the country to follow the EU media legislation. The participants in the programme from Armenia have nevertheless appreciated the emphasis on EU legislative framework and directives and a great majority of the participants have already been able to make use of the knowledge in their daily work.

There has also been an increased understanding of and new ideas about the different types of capacities that are needed when implementing the legislation and regulations. The Armenian participants also expanded their international and national networks as support for effective work with self-regulatory frameworks. The Armenian participants have been inspired by several initiatives in the region when developing their idea of the "Quality Mark", for example the Ukrainian "Whitelist".

The Armenian participants have gained a better understanding of the various parts of the self-regulatory framework and exploration of different areas and methods of applying this framework. They have also gained a higher degree of awareness related to the present digital security landscape. They gained, for example, insights on how the self-regulation system works in Sweden and Denmark and were introduced to the work of the Alliance of Independent Press Councils of Europe. Also, after meeting the European Advertising Standards Alliance (EASA) in Brussels, during the ITP Media's joint study visit, the Armenian participants expressed their interest in the work of EASA since it is the single authoritative voice on advertising self-regulation issues in Europe. As a result of the increased interest, a separate webinar with EASA was later organ-

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[12] The ethics icon is a sign media can use for their websites to show that they follow the principles of professional ethics and accept and publish conclusions made by the Media Ethics Observatory.

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ised for the Armenian group on how Armenia could join the Alliance and how EASA could expand its operation to Armenia. This has now become part of the future strategy to improve the general environment in the media industry.

Through the programme, the Armenian participants also demonstrated a significant increase in knowledge of methods and tools, along with greater self-confidence in conducting structured, long-term change efforts and sharing knowledge and experiences. The participants have also increased their knowledge and understanding of how the Swedish (and the Danish) media support/subsidies system works and its importance in a democratic society. This was done through a number of methods. The Armenian participants increased their understanding of self-regulation within the legislative framework as a base for the institutional strengthening of the self-regulatory system. There was promotion of a two level self-regulatory system, through the development of the national system and the creation of an in-house ombudsman function. TV programmes simulating information disputes and their resolution and public meetings were organised to increase public awareness of self-regulation. There were improvements of the teaching on Media Ethics in the journalism schools, combining it with courses on media literacy in other educational formats and establishment of a Media Support Fund encouraging quality journalism based on the high principles of professional ethics is in process. Finally, the "Quality mark" and "Whitelist" system has been introduced based on the experience in other countries, as well as the Journalism Trust Initiative by Reporters without borders.

FOICA conducted a training session on freedom of information for journalists and students.

The Armenian ITP participants worked to change the situation in the Armenian media sector in a number of different ways and to address key issues in the regulatory system and self-regulatory system. There have been efforts to increase public awareness of the self-regulatory system and the education for journalists has been improved.

Advocacy and awareness-raising efforts at the Armenian Forum for Democracy (Freedom House), as well as meetings and discussions with decision-makers (MPs) concerning the Mass Media Law

As a result, the draft law on **Mass Media** now contains provisions for self-regulation mechanisms. The law has also been submitted to the Venice Commission for assessment. The participants have started to work on the amendments to the **Audiovisual Law, which was adopted in 2020 with strong engagement of the first generation of ITP Media (2019-2020).** The Venice Commission's expert opinion was received in mid-October and the work on incorporating the recommendations has started with involvement of Armenia's ITP alumni network.

The ITP participants have also ensured that there is a **professional translation of EU Directives (e.g., AVMSD) into Armenian,** which will be important for the understanding of the regulations among governmental representatives as well as the public.

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Amendments in the Armenian Audiovisual Law initiated by Commission on Television and Radio (CTR) of Armenia have been discussed with ITP participants

The ITP Armenian group actively participated in discussions with representatives of local media and the Government around the idea to establish an institutional role called **Digital Ambassador.** The Digital Ambassador would act as an independent representative of the state and not state actors, including self-regulation system and would engage in digital diplomacy and facilitate Armenia's integration of the EU system of information security.

The 2024 Tvapatum conference was organised around the theme of the "art of standards" and featured panel discussions, workshops, and thoughtful conversations focusing on modern reporting standards, media self-regulation, and responsible journalism. Media Initiatives Center

There have been several **public awareness events and meetings that have promoted the issue of media self-regulation** to raise awareness among the public as well as reach out to media professionals and media outlets. The participation of individual journalists and media outlets in the code of professional ethics was promoted and more media outlets joined

the self-regulatory initiative of the Media Ethics Observatory (MEO), which shows that the institution is increasingly gaining acceptance. The public awareness of the MEO and the number of complaints reaching MEO have increased. The possibility to reach out to the public increased with the improvement of the MEO webpages.

Also, the new concept of an **ethics icon,** a quality mark for media which was initiated by previous generations of the ITP course was finally launched and presented to actors in the media market, which is optional to use. The icon certifies that the media guarantees accountability and transparency to the public and media's willingness to adhere to quality journalistic standards. The media that use the icon are obliged to follow the principles of professional ethics and to publish the decisions of the MEO.

Some of the participants who already work in academia and with the education of journalists were able to include what they learned on **self-regulation in courses for students of journalism**, a series of lectures were held at the Yerevan Brusov State University of Languages and Social Sciences on media self-regulation. A pilot course was also held at the Armenian State Institute of Physical Culture and Sports on self-regulation for sports journalists. The **the Ministry of Education approved the** topic of media self-regulation and integrated it into the curricula of journalism faculties. A number of training courses for journalists and students were also held by the participating organisations in the ITP Media 2023-2024 programme.

Entry points related to Armenia

For Armenia, the focus to **build capacity to proficiently navigate EU legislation and regulations** (DSA, DMA, EMFA and AVMSD) was at the start a bit difficult to comprehend for several reasons. First, these regulations are not mandatory for Armenia, as the country is not a candidate for EU membership. Second, these regulations are relatively new, and even within the EU, there are still many questions regarding their implementation and stakeholder responsibilities. Third, it is not clear how to include some concepts and provisions and how to apply the approaches in the existing legislation.

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Armenian media reforms are also not yet at a stage where these regulations can be fully absorbed. However additional seminars were conducted for Armenian participants that could provide deeper insights into the DSA, DMA, and EMFA and their provisional implementation in Armenia. The concepts and provisions of these regulations were not included into the change projects. One of the organised seminars focused on the case of Telegram's founder, Pavel Durov, as a practical example of DSA-related regulation. The discussion around this case will further help the team in understanding platform regulation approaches. These and other regulations have been considered during project discussions on modernising Armenia's audiovisual law.

The **self-regulatory frame-work** has been well covered in the change project. The promotion and awareness raising initiatives that were carried out focused on transferring knowledge and understanding to different stakeholders. All elements of the change project were grounded in a deeper understanding of the self-regulatory framework. The promotion and awareness efforts were built on translating this understanding for different groups of stakeholders. This same learning approach was applied when developing amendments to the Mass Media Law as well as during the development and discussion on new concepts for the audio-visual legislation, particularly the Ombudsman institution of the public broadcaster.

The creation of TV programmes and articles also lead to the increased knowledge of self-regulation mechanisms. Another key component was the revision of the MEO charter and procedures, such as Code of Conduct for the MEO members, as well as the adjustment and improvement of certain provisions in the Code of Ethics, including regulations related to artificial intelligence (AI).

The programme provided a valuable opportunity for **strengthening of in-country/ cross-country networks**, collaborations and contact with relevant experts. fostering both in-country and cross-border networks and collaboration. Although Armenia is a small country where most participants already know each other to some extent, the programme still managed to facilitate new connections at the national level. The networking as a result of ITP Media was particularly beneficial at the cross-institutional level, bringing together individuals from regulatory bodies, government communication offices, parliament, and the media. This strengthened collaboration and helped in finding common ground, allowing for more constructive and productive discussions on legal reforms and other issues, while at the same time softening the polarisation within professional communities. The project also created opportunities for cross-border cooperation.

The **strengthened coordination among the state, and non-state actors to increase alignment and harmonisation of efforts around reforms focusing on regulation, addressing media capture, and self-regulation in line with the EU requirements** has been very important in the case of Armenia. It was critical to have state actors involved in this project. While most media representatives were already familiar with concepts such as self-regulation, media capture threats, and some EU standards, many of these ideas were new to state actors, including the representatives from regulatory bodies and press officers.

The programme was able to enhance contact and coordination between different groups. During the joint learning process, a common language and shared knowledge developed. The strengthened contacts are likely to lead to more effective outcomes in the Armenian ongoing reform efforts. The regulatory framework in Armenia requires modernisation, and the participants involved in shaping these changes are now equipped with innovative approaches and examples gained from the programme. This knowledge will be instrumental in driving future reforms.

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Achievements during previous years in Armenia:

The implementation of self-regulatory mechanisms, increased awareness and engagement, legislative support, collaborative efforts, and the establishment of a culture of cooperation has contributed to the advancement of self-regulation in Armenia. Thanks to ITP Media, the following results have been achieved:

A group of multi-status stakeholders of media self-regulation (media professionals, parliamentarians, executive branch of the government, national regulator, civil society, academia) was established and is in the process of formalising their structure. This body will be important for deepening the understanding of the role of self-regulation in Armenia.

Participation of Members of Parliament in the first generation of the programme resulted in the introduction of a self-regulation component in the new law on audiovisual media (adopted in July 2020). The implementation of these provisions are however still ongoing, and some of provisions that were not updated in 2020 still require modernisation.

In 2022, two memorandums were signed as a result of government representatives' participation in the project. The first was between the MEO, a self-regulation body in Armenia, and the Commission on TV Radio, the national regulator in Armenia. This memorandum focused on the MEO providing expertise and consultancy to the Commission on TV Radio, as well as an exchange of ideas on the improvement of a regulatory framework. The second memorandum was between journalistic NGOs, the profile Standing Commission of the National Assembly (the Parliament), and the Ministry of Justice. This aimed to facilitate joint work on policy development in the media and information field, which included legislative initiatives and the concept to promote the institutional development of the self-regulation system in Armenia.

The 3rd and the 4th generations of the ITP Media Eastern European cohorts were actively involved in drafting the concept to promote institutional development of the self-regulation system in Armenia based on the knowledge they gained through their ITP course. Under the initiative of ITP participants, Council of Europe experts were also engaged in the process and provided their assessments/recommendations to the draft. The draft is sent for expertise by the Council's body of experts – the Venice Commission – gave its final assessment in mid-October 2024 and currently the respective recommendations are in the process of being incorporated into the draft.

During the implementation of this ITP, the number of media that has adopted a set of ethics for their work has increased considerably. From 2007, when the self-regulation system was established, until 2019 the number of media which have signed a common Code of Conduct increased from 18 to 41.

Today the number has increased to 85

ITP Media participants and their engagement has played a significant role in the Armenian media community by fostering creativity and synergy among various programmes and stakeholders. Local partners have become inspired by the knowledge and examples shared and discussed in ITP Media which has led to the development of innovative ideas and the engagement of a broad number of stakeholders.

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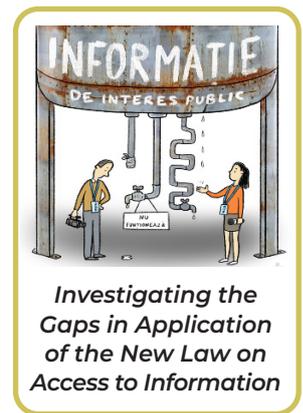
4.2 Results – Moldova

Achievements during the programme period

The Moldovan participants gained a better understanding of the EU legislation and regulations as well as self-regulatory mechanisms. Participants have been able to discuss how the Moldovan legislative system would need to be strengthened to align with EU legislation and regulations. As a complement to the joint webinars, study visits and learning material in country expertise was hired to support and facilitate the understanding on how the EU laws and European best practice would be used in the Moldovan context.

The Moldovan team elaborated a draft Law on Media Services (print and online) that aims to ensure legal provisions for transparent online and print media ownership. Initially, the team planned to draft a number of amendments to the law, but this did not materialise during the ITP. They aims to continue to discuss the draft law with local stakeholders, collect recommendations to improve the bill, and prepare the final version. It is expected that the draft law will be officially registered as a legislative initiative, and Parliament will adopt it in 2025, before the parliamentary elections.

ITP alumni Liliana Vitu, Liliana Nicolaescu-Onofrei, Tatiana Puiu and Ion Bunduchi speaking at the Media Policy Forum in 2024, an event that brings together independent media, civil society, government officials, academia, and the international donor community to explore ideas for creating a more effective and transparent regulatory environment for media in Moldova.

The cooperation with national expert Ion Bunduchi as well as the Media Working Group of Experts of Parliament in discussing and drafting the bill worked very well. The Moldovan ITP team was not able to establish the co-regulation mechanism in the form of cooperation between the Press Council and Ministry of Culture fully, as both entities are still forming and are not fully operational. Poor capacities of the Press Council to act as a viable self-regulatory institution and slow advancement by the Ministry of Culture to set up the Public Policies Media Unit including hiring personnel continues to be a challenge. The Moldovan participants were also able to identify the gaps in application of the new access to information law. The implementation has not been fully implemented and state authorities would need to be better trained on how to apply the provisions of the law in practice.

Moldova's change initiatives addressed aspects of both co-regulation and access to information. The group of participants on co-regulations focused their efforts to draft amendments to the media law to improve the legal framework online and print media ownership transparency. They looked at strengthening the ownership transparency requirements to print and online

Investigating the Gaps in Application of the New Law on Access to Information

media, similar to the ones existing for TV and radio since implementation of the 2018 Audiovisual Media Services Code that is in line with the EU Directives. Through this, the hope is to limit the Russian propaganda and disinformation that is very present in Moldova. The Press Council will define what online media are to be considered as trustworthy out of ownership transparency and compliance with ethical standards.

When it comes to access to information, the ITP participants prepared an analytical report highlighting the key issues in the process of implementation of the law, putting pressure on the authorities to resolve these issues.

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Entry points related to Moldova

In the case of Moldova to support **enhanced capacity to proficiently navigate EU legislation and regulations** (DSA, DMA, EMFA and AVMSD) has proven fruitful and effective. Most of the Moldovan ITP participants now have a good understanding of the EU legislation and regulations covered by the ITP training course. During the national team meetings, the participants discussed how to design legal provisions for online and print media ownership in the Moldovan context that would be in line with EU legislation and regulations. The participants have also analysed existing best practices and proposed viable solutions for the Moldova media environment based on the knowledge they have gained through the course as well as the support and insights and technical support that was offered as part of the support to the Moldovan ITP participants throughout the programme.

All the Moldovan participants have gained **a better understanding of the components within the self-regulatory framework**. They have learnt about the self-regulatory bodies specifically in Sweden and Denmark and had the opportunity to discuss how to improve the activity of existing self-regulation mechanisms in Moldova (Press Council and Media Ombudsman within public service broadcasting). The Press Council has been more active in the past years (it was officially registered as an NGO in 2023 and plays an active role in distribution of state aid to media outlets) and has chances to become a genuine self-regulation body. The reform of Media Ombudsman within public service broadcasting has not been able to move forward due to the inability of the management of the public service broadcasting to find a viable solution to the fact that their regulations are conflicting with the labour legislation..

The **strengthening of in-country/ cross-country networks, collaborations and contact with relevant experts,** has been facilitated in Moldova in a number of ways. ITP Media strengthened the connection between several important Moldovan institutions. The country team's change project focussed on improving cooperation between institutions such as the Audiovisual Council, Parliament, media outlets, and media watchdogs. The programme also contributed to creating a better

foundation for cooperation between the Press Council and the Ministry of Culture as respective roles and relationships are more clearly defined within the new draft Law on Media Services. .

Strengthened coordination among the state, and non-state actors to increase alignment and harmonisation of efforts around reforms focusing on regulation, addressing media capture, and self-regulation in line with the EU requirements, was mainly realised through the country team's change project, which aimed to draft the Law on Media Services. The draft law prepared by the team will partially address this issue..

Achievements during previous years in Moldova:

Overall, the ITP's role in promoting quality journalism, facilitating collaboration, and fostering a culture of cooperation has been instrumental in advancing media self-regulation and promoting a better-informed society in Moldova. The most predominant results/achievements so far in Moldova are:

The promotion of quality journalism and a stable legal framework: The change project aimed to motivate media outlets in Moldova to decide to follow the Journalist Code of Ethics and contribute to the development of a stable and applicable regulatory framework that supports freedom of expression and media pluralism.

Adoption of the Journalist's Code of Ethics: Through the influence of the ITP team, students from prominent universities and schools in Moldova signed the Journalist's Code of Ethics upon graduation, pledging to adhere to its provisions in their future journalistic activities. The work with the Journalist Code of Ethics was initiated by ITP Media cohort in 2019-2020 and continued by all teams over the period 2020-2024.

Awareness-raising campaign: The team implemented an awareness raising campaign targeting potential signees of the Journalist Code of Ethics – an initiative of the ITP Media cohort in 2019-2020 and continued by teams over the period 2020-2022 – encouraging them to publish a logo symbolising quality journalism. Up to date 70% of journalists have signed the code and major media outlets have also published the logo.

70% of journalists have signed the code

Preparation of normative documents: The ITP Media country team prepared the final versions of three normative documents related to media development and the advertising law, which were submitted to the Parliament and Government for adoption. The regulation component was included in the change projects of the 2020-2021 ITP Media cohort and continued by later generations.

Promotion of Media Ombudsman: The team promoted the idea of establishing a Media Ombudsman within the regional public broadcaster Teleradio-Gagauzia and contributed to strengthening the Media Ombudsman service within the national public broadcaster Teleradio-Moldova. The work with the initiated by the 2020-2021 ITP Media cohort and continued in 2021-2022 and 2022-2023.

Promotion of media literacy: The team implemented various activities, including training, fact-checking and workshops, to promote media literacy as an antidote to Russian disinformation and biased reporting. This work was initiated by the 2021-2022 ITP Media cohort and continued by the fourth generation (2022-2023).

Facilitation of collaboration and knowledge-sharing: The ITP facilitated collaboration, information exchange, and dialogue among stakeholders, breaking down silos and establishing connections. It created a platform for collaboration and fostered a culture of cooperation and shared responsibility among different organisations. This initiative started during the first year in 2019-2020 and was continued by all teams over the period 2020-2024.

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4.3 Results – Ukraine

Achievements during the programme period

In Ukraine, two change initiatives were initiated during the programme period. The first, *Media in recovery: Voices to Be Heard,* aimed at highlighting the need for media recovery and advocating for the inclusion of this issue in Ukraine's general recovery programmes. The goal was to encourage the involvement of the media in decision-making processes regarding their own recovery and support the media in sustainable development by strengthening their capacities in the face of wartime challenges, with a focus on independence, responsibility, and professionalism.

Vasyl Myroshnyk, editor of Zorya, a newspaper, in front of the editorial building destroyed by Russian shelling

First a media campaign was launched with stories on how the media have been targeted and torn apart by Russia's war on Ukraine. The campaign demonstrated the media's resilience and recovery, publishing features in various Ukrainian media outlets. It also put emphasis on the challenges and needs for media recovery. The Media Network Recovery Window was created as an initiative from the participants' own organisations. This network includes more than 100 media outlets all over Ukraine, and works as a database with explainers about recovery, encouraging journalists to exchange their experiences. As a consequence of the programme, the Media Network Recovery Window was included in the Ministry of Culture and Information Policy's roadmap of the general plan for recovery. In addition, the national media regulator, together with the Lviv Media Forum, conducted a survey en-

titled "Research on the damages, losses, and needs of Ukrainian media". Furthermore, a number of public events aimed at searching for solutions on media recovery were organised by ITP Media or the participants' own organisations.

Examples of public events organised in Ukraine as part of ITP Media:

- Side event of the Ukraine Recovery Conference (URC) in Berlin by the Media Network Recovery Window (10th of June),
- Round table about the needs of the Media Recovery in Brussels: "*Sustainable support for Ukrainian media: Why is it important in times of war?*", organised by European Federation of Journalists, National Union of Journalists of Ukraine (NUJU), ITP (12th of June)
- Center for Democracy and Rule of Law: "*Media Recovery: How Freedom of Speech Survives in the Ruins of War*" (13th of August)
- Souspilnist Foundation: "*War Media Challenges 2024: Resilience*" (23rd of August)
- A National Advocacy Campaign was organised to enhance public knowledge of the media's situation in the war that Russia launched against Ukraine. This campaign had a number of visible initiatives sharing six stories about war-torn media, their resilience and recovery published in Ukrainian media outlets to pay attention on challenges and needs for media recovery
- Taking part in some 15 TV and radio programmes.
- Publication of a statement to URC (around 50 sources).
- Holding more than ten lectures for students to enhance engagement and raise awareness.
- Producing a documentary from NUJU about the frontline newsroom from Zolochiv, Kharkiv region.
- The Kordon.media, NUJU, NGO Institute of Mass Information (IMI), and Zmina successfully fundraised enough funds for the relocation of the media organisation Vorskla, which was affected by Russian bombings.
- Three in-person meetings with local journalists in Sumy, Vinnytsia, Khmelnytskyiy.

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As a result of ITP Media, there was an international advocacy campaign that resulted in a number of actions in supporting Ukraine media in an international context, including the following activities:

· Open statement about importance to highlight the recovery of media in the recovery process. The Statement was supported by more than 160 representatives of the Ukrainian media community, as well as by the international community (for ex. RSF)[13].

· The speech of the Vice-President of the European Commission Věra Jourová at the Ukraine Recovery Conference in Berlin included the message that independent media is also a key part of the rule of law and democracy. The public broadcaster is especially important.

· Statement by the Congress of the European Federation of Journalists

· Meetings at the Brussels Press Club

· Meeting with Reporters Without Borders.

Meeting with DG-Near in Brussels June 2024 to bring attention to the need for recovery efforts for the Ukrainian media.

· The Ministry of Culture and Information Policy (the leader of the programme was an ITP participant), media professionals and experts initiated the campaign **Journalists Matter**[14] (April 2024)

· Organisation of the International Media Literacy and Media Self-Regulation Conference (April 2024)

· Distribution of a questionnaire among media professionals on practical value of self-regulation (May 2024)

· A discussion of the questionnaire results and practical value of self-regulation was held at the Lviv Media Forum Conference (May 2024)

· Four seminars were conducted for printed media in Ternopil, Poltava, Vinnytsia, Kyiv

Round table about the needs of the Media Recovery in Brussels at the Press Club Brussels, 12 June 2024

The second change initiative in the Ukraine country project was **Laying the foundations for the revitalised system of media self-regulation in Ukraine.** This targeted stakeholders and encouraged them to formulate a clear position on the practical value of media self-regulation in their daily activities and to motivate media to use self-regulation mechanisms as a prevention against being abused by state regulation and to strengthen the institutional capacity of the self-regulatory system in Ukraine. Some of the key results have been:

· Organisation of "Self-regulation in Ukraine: what is missing for the media?" conference (March 2024)

Presentation of the results of the survey to investigate the damages, losses, and needs of Ukrainian media and the discussion of the practical value of self-regulation during Lviv Media Forum Conference in May 2024

· The Ministry of Culture and Information Policy developed a roadmap to support the restoration of a pluralistic, transparent and independent post-war media space after the end or lifting of martial law.

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[13] https://rsf.org/en/prioritise-inclusion-media-reconstruction-programmes-ukraine-says-rsf
[14] https://mcsc.gov.ua/en/news/in-ukraine-the-council-of-europes-journalists-matter-campaign-has-been-launched/

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One of the provision deals with "Promoting the establishment of the institution of self-regulation of media entities" (June 2024)

- The Commission on Journalistic Ethics released the second edition of the manual *Self-regulation of Ukrainian Media* during martial law in Ukraine. ITP participants contributed to the manual as experts.

Entry points related to Ukraine

Enhanced capacity to proficiently navigate EU legislation and regulations (DSA, DMA, EMFA and AVMSD) was materialised in the working group, and included ITP participants as experts to prepare draft laws based on the DSA and DMA. Some changes based on EU legislation are also in progress and are to be implemented into Ukrainian media and advertising law. The law is in drafting stage.

The Ministry of Culture and Information, the Ministry of Digital Transformation, and the National Broadcasting Council together with experts from this ITP Media cohort have created recommendations on AI usage for media, which was partially inspired by Swedish experience. Participants shared the information they have received during the study visits by having publications published in professional media in Ukraine. Participants have also been engaged in the High-Level Expert Group launched by IMS.

There is a better **understanding of the components within the self-regulatory framework**, participants now enjoy better insights into each other's organisations. The participants gained knowledge about the self-regulatory bodies in Sweden and Denmark and had the opportunity to discuss on several public platform's possible models for Ukraine. There was also a Conference on Self-Regulation organised by Centre for Democracy and Rule of Law, CEDEM.

The continuing discussion on possible self-regulation models were held during several public events over the programme period, for example during the Conference organised by Centre for Democracy and Rule of Law end of April and in a side event during the Lviv Media Forum in May 2024. Several workshops were also held nationwide, in April ITP participants for example organised a workshop during the International Media Literacy and Media Self-Regulation Conference. In June a round table was organised in Brussels about the needs of the Media Recovery organised by European Federation of Journalists and the National Union of Journalists of Ukraine, and ITP participants.

The Centre for Democracy and Rule of Law also organised trainings for journalists in July and a conference on Media recovery together with IMS in August 2024. The Supsilnist Foundation also organised a conference covering media challenges and resilience during war. During these discussions the participants came to understand that any self-regulatory system in Ukraine would need to consist of several actors that would need to coordinate their efforts meticulously.

Ukrainian participants **strengthened their in-country/cross-country networks,** collaborations and contact with relevant experts in several different ways. Ukrainian and Moldovan participants from the ITP were invited speakers at the International Conference on Digital Platform Governance: Building a Global Forum of Networks, 17-19 June 2024 in Dubrovnik participating in the panel "Regulating Platforms on EU's Doorsteps: What Will Be the EU Candidate States Approach to Big Tech?".

At the CEDEM Conference "Self-regulation in Ukraine: what is missing from the media?" on March 28th, ITP Alumni, participants and international media professionals gathered in Kyiv to discuss self-regulation. The Coalition for Tech Dialogue included ITP participants as experts on an international level. ITP participants also engaged in the High-Level Expert Group launched by IMS, which covers digital issues in the Eastern Partnership countries region.

The programme **strengthened coordination among the state, and non-state actors to increase alignment and harmonisation of efforts around reforms focusing on regulation, addressing media capture, and self-regulation in line with the EU requirements** has been covered by the formation of a Public council to parliament committee on freedom of speech (includes ITP Alumni and representatives of the ITP 2023-2024 respected organisations.

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ITP participants and their organisations organised joint events and shared experience and expertise (for example Road Map on Media Recovery; CEDEM Conference on Self-Regulation; Work of the Coordination Committee under the CoE programme `Journalists Matter'.

PACE Motion for the resolution "Eliminating gender stereotypes in the media" Doc. 15975, registered by Ukrainian MP Yevheniia Kravchuk 17 April 2024. Our team participant Vira Ehnberg, assistant to MP Yevheniia Kravchuk, participated in drafting the resolution. "By addressing the root causes of gender inequality and promoting positive representations of men and women, we can create a more inclusive and just society. To achieve sustainable results, it is important to promote the development of media self-regulation institutions, which could devise codes of ethics and professional standards. A media environment that promotes diversity, inclusiveness and gender equality would contribute to respect and empowerment for all."

In May 2024, members of the Commission on Journalistic Ethics held a work meeting with Ukraine's media regulator, the National Council of Ukraine on Television and Radio Broadcasting. A Memorandum of understanding has been signed and will seek to identify the areas of responsibility among self-regulation and co-regulation.

Development of the National Press Card Initiative, provided by the Commission on Journalism Ethics is an important document for professional journalists who work in compliance with the requirements of the Code of Ethics. ITP participants from the current year as well as ITP alumni are playing an active role in developing the national press card system.

Achievements during previous years in Ukraine:

The ITP's role in promoting self-regulation, fostering collaboration, and breaking down barriers has been instrumental in advancing the cause of media accountability and self-regulation in Ukraine. The project has provided valuable insights, best practices, and a culture of cooperation and shared responsibility among different organisations. The most important results/achievements in Ukraine thanks to the regional programme are:

Introduction of new self-regulatory mechanisms: The Ukrainian team successfully implemented new mechanisms for self-regulation, including a whitelist of quality media and the concept of a Club of Responsible Media, which provided a platform for professional discussions and constructive dialogue.

Engagement of more media in self-regulation: The team effectively engaged more media outlets in the self-regulation system, increasing the participation and commitment of media organisations.

Promotion of media accountability and awareness: The team raised awareness among the public about the principles of media accountability and the importance of self-regulation and media literacy.

Positive impact of the whitelist of media: The introduction of the whitelist of quality media proved useful and crucial during the invasion, as trusted media outlets were cited by international media and received support from international organisations. The work with the whitelist of media celebrates its 5th anniversary in 2024. The Institute of Mass Information launched the tool with the support of the first ITP Media cohort in 2019-2020. Currently, it is the most popular self-regulation instrument in the country since it also became one of the criteria that is used by international donors to decide on what media to support in Ukraine. It is anticipated that the tool will continue to develop and be important in the years to come.

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The Creation of the Club of Responsible Media: The team developed a club, bringing together participants from different ITP Media cohorts and providing a platform for constructive dialogue among various media stakeholders. The club was developed by the fourth generation of ITP Media in 2022-2023 and was registered as an NGO in 2024. It will strive to form a media self-regulation system. The entire ITP alumni group from 2022-2024 are founders of the NGO and play an active role in the development of the organisation.

Facilitation of collaboration and knowledge-sharing: The ITP facilitated collaboration, information exchange, and dialogue among stakeholders, breaking down silos and establishing connections. It created a comprehensive and inclusive approach to self-regulation, which is uncommon in the Ukrainian context.

Building bridges between organisations: The ITP promoted collaboration and information exchange, contributing to the development and implementation of effective self-regulation practices. It brought together diverse organisations and individuals working towards a common goal.

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5 CHALLENGES

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The programme started almost 1.5 months later than originally planned, which resulted in a hectic scramble in its first phases. The shortened implementation period also meant that not all the planned activities could be implemented. This was mostly due to the fact that participants were not able to absorb more programme activities at the same time as they were trying to perform their ordinary jobs and obligations. As a consequence of the shorter timeline, the number of webinars were reduced and some of the expert hours were not fully utilised.

The management team identified a number of risks that were included in a risk analysis to Sida together with the inception report during November 2023. The programme's implementation proceeded smoothly, with many of the identified risks successfully mitigated from the outset. See annex 2 for more details.

For the three participating countries, the risks and challenges looked very different. The main challenges for the Ukrainian participants were that they were overwhelmed with their daily work and safety challenges. However, the group were able to create a safe space for informal sharing of experiences and communication that contributed to an open atmosphere that improved the conditions for benefitting from the programme. The Ukrainian group also received cross-cultural communication training to support and facilitate their contacts and networking with the other participants in the programme and help them prepare their messages for the communication in Brussels and facilitate interaction with other participants and stakeholders. Another challenge for the Ukrainian group was that most male participants as well as the programme's male National Facilitator had to apply for an exit permit to leave Ukraine, since the country is currently under martial law. This required a lot of extra administrative work on behalf of the participants and our National Facilitators and meant that they were not sure they would actually be able to leave the country until they had actually crossed the border.

In the case of Armenia, several challenges emerged.

The country context, including internal and external developments, political instability, conflict, and tensions, often diverted participants' and stakeholders' attention from the programme's main objectives and activities. The limited resources for change project activities meant that many were only feasible with support from other ongoing projects within the participating organisations. The large group size, though beneficial for the project design, also posed challenges, such as difficulties in gathering participants, ensuring balanced communication, and facilitating proper interaction during study visits with other groups.

The main challenges highlighted by the Moldovan team were the need to support teams in focusing on realistic actions and to encourage equitable distribution of tasks among all group members.s. Contact and communication was encouraged within the group, but also with local experts as they played a crucial role in the success of the projects.

An updated risk analysis can be found in Annex 2 to this report.

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6 MAIN CONCLUSIONS AND LESSONS LEARNT

The programme has provided key stakeholders from the media, CSOs and media-related institutions and legislative bodies with **relevant knowledge and broadened their understanding of EU legislation,** European best practice, media concentration and media capture. The programme has also resulted in stronger national networks and collaborations between the different stakeholders nationally, but also to some extent internationally and fostered a common understanding of the importance of the role of independent media for a democratic development and provided insights to EU legislation and how reforms could be harmonised with EU legislation and best practice.

The change initiatives initiated during the programme period have also contributed to **concrete changes on national level that are expected to have an impact on the media sector** both in both the short- and long-term.

Building strong networks nationally and cross-regionally and strong connections are prerequisites for building a strong democratic media sector and successful collaborations during the programme period. This time the group was larger, and more time would have been needed for team building. The **stronger emphasis on team building** in Brussels and the work

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> **" One of the most significant outcomes of ITP Media has been the substantial improvement in my understanding of how EU media regulations can be adapted and applied in my country's specific context. The deep dive into frameworks like the Audiovisual Media Services Directive and the Digital Services Act gave me practical insights into aligning local media practices with EU standards, which had previously seemed challenging. Another impactful result was the opportunity to engage with a diverse network of experts and peers from different countries. This exchange of ideas not only broadened my perspective on media regulation but also allowed me to form lasting collaborations that continue to support my work in promoting independent media. Through this programme, I now feel better equipped to advocate for more effective self-regulation in media and contribute to long-term democratic development in my home country."**
>
> *Participants' voices*

component of allowing for local experts was very useful in supporting the team to draft the law as the local team leader was able to propose different models, discuss them and also help draft some pieces of legislation, which was very useful for the entire team. The Ukraine team engaged local thematic experts to cover specific topics or areas, for example, self-regulation, regulation, communication and gender. This helped deepen the knowledge and improve the change projects. In the case of the Ukrainian participants, the National Facilitators dedicated some additional time for team building which helped the large group to connect and gain trust. The Ukrainian team was large, and the work on creating a team spirit helped the participants through the programme implementation through constructive dialogues that made it easier to cooperate and find common ground.

One of the important key take-aways from the previous phases of ITP programmes was the importance of **trust-building and interaction.** The previous programme phase noticed that building trust and fostering interactions throughout the programme are vital for sustainability. Other important components were **ownership and commitment to change.** In order for the programme to succeed the participants would need to be strongly motivated and have a commitment to change beyond any external funding. Also, in the current programme it is visible that the success of the programme lies in the selection of motivated individuals, in choosing the right change agents as well as understanding the importance of providing space for team building which in turn creates trust within the group. The sustainability to commit to and to continue to work on improving the media sector in various ways will depend on how well people can commit and collaborate effectively over time.

that was done by the country teams helped overcome these challenges. Experience shows that the quality of relationships and trust between the different stakeholders contribute to the way in which reforms can be developed over time. Creating a strong connection and team spirit among the participants is a long-term investment.[15]

The dialogue and discussions foster a common understanding that **a one-size-fits-all solution does not work,** and a country-specific self-regulatory system will need to be tailor-made to specific situations without compromising on the fundamental principle of a self-regulatory system. The way in which this programme allowed for more **tailor-made expert input** than in previous years was a great benefit for the programmes in Armenia and Moldova. For Moldova, the

> **" ITP Media helped our organisation connect with key stakeholders and start important discussions about media regulation and self-regulation, creating a space for open dialogue."**
>
> *Participants' voices*

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[15] This was the conclusions in the final report for the ITP Media programme covering the years 2019-2023.

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7 ADDED VALUE TO SWEDISH PRIORITIES AND THE REFORM AGENDA

In December 2023, the Swedish Government presented its new agenda for development assistance, called Development Assistance for a New Era. It outlines the new direction for Swedish development assistance with a strong focus on Ukraine and countries in Sweden's closest regions, including Moldova, Georgia and Armenia.

Ukraine is currently by far the largest recipient of Sweden's official development aid and will remain so for the upcoming years. Support for independent media is also an important pillar in the new agenda.

The Government writes in the document:

"The Government intends to further enhance development cooperation with Moldova, Georgia and Armenia to help these countries meet regional challenges, support work on the EU integration process and reduce the risks of undue Russian influence." [16]

The Swedish Government states:

"A vibrant, pluralistic and independent civil society – with free and independent media and a free and dynamic cultural life – is a prerequisite for a democratic society." [16]

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[16] https://www.government.se/reports/2024/02/development-assistance-for-a-new-era--freedom-empowerment-and-sustainable-growth/.

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From what's noted above, the ITP Media programme with its overall ambition to promote and strengthen free, trustworthy, independent and inclusive professional journalism is fully in line with the government's priorities.
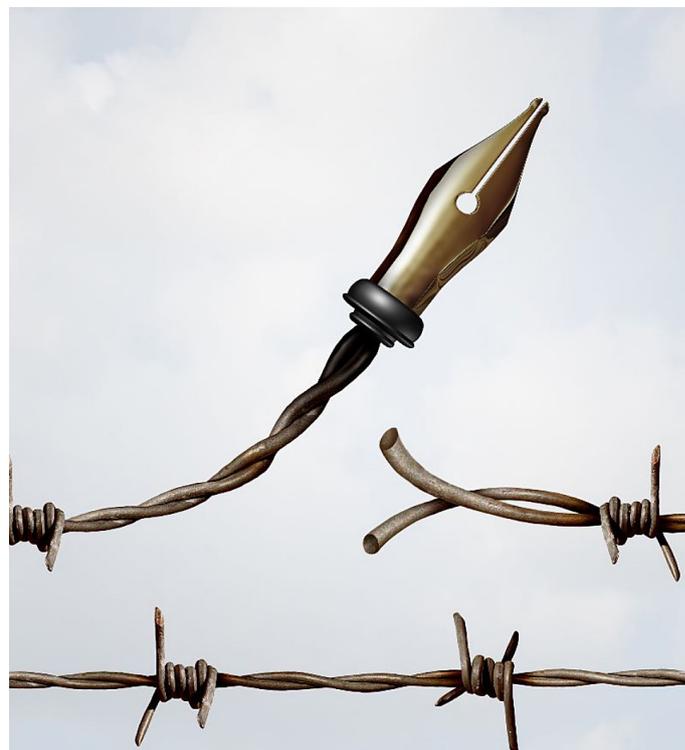
The entry points – and the results of the ITP programme– are also closely in line with Sweden's priorities:

1. **Networking with relevant experts and agencies within the EU.** The new agenda states (among other things): "The Government intends to further enhance development cooperation with Moldova, Georgia and Armenia to help these countries meet regional challenges, support work on the EU integration process and reduce the risks of undue Russian influence."

   Through the networks established the participants from the participating countries (including Ukraine which is not mentioned in the quote) will be able to strengthen their work for media freedom and freedom of expression as part of the EU integration process.

2. **Understanding and identifying measures to mitigate media capture.** The Swedish Government's development cooperation strategy underscores the importance of fostering independent media and mitigating media capture, particularly in regions affected by external manipulation, such as Moldova and Georgia. As Sweden continues to support democratic resilience, it emphasises strengthening the role of independent journalists and media freedom as vital to countering disinformation and political influence. A key priority is to "defend democracy and the role of independent media" in countries vulnerable to such external pressures.[17]

   In the context of Georgia and Moldova, the ITP programme has played a crucial role in countering Russian influence by helping participants develop alternative narratives and enhancing their capacity to resist external interference. These initiatives are part of Sweden's broader strategy to promote democratic values and media independence in the face of external challenges.[18]

For more details on Sweden's focus on media freedom and democracy see https://www.government.se/press-releases/2024/02/new-development-co-operation-strategy-increases-focus-on-defenders-of-democracy-and-independent-journalists.

3. **Understanding and action needed to live up to the EU regulations (DSA, DMA, EMFA and AVMSD).** EU integration is an important entry point in the Swedish government's new agenda as is freedom of expression. Understanding and getting the knowledge of the EU relations has helped the participants to formulate their visions for the future media landscape in their respective countries.

4. **Establishing a clear understanding of what the EU integration actually means when it comes for agencies and self-regulating actors.** The participants have in their projects developed models and concepts of how self-regulation could work within a EU membership framework.

[17] https://www.government.se/press-releases/2024/02/new-development-cooperation-strategy-increases-focus-on-defenders-of-democracy-and-independent-journalists

[18] https://www.government.se/government-policy/media

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8 SUSTAINABILITY AND WIDER INFLUENCE BEYOND THE PROGRAMME

Over the years, ITP Media has been able to **educate and network media professionals in key positions.** This has made the participants gain up-to-date expert knowledge and insights to regulation and self-regulation and insights to European legislation and best-practice. The nearly 200 media professionals[19] who have gone through the programme form a critical mass of individuals with the same knowledge and ambition to build up democratic societies with a resilient media sector. This network of highly skilled experts continues to build strong connections both internationally and nationally, collaborating toward a common vision of media integrity and sustainability.

The 2023-2024 programme **builds on what was achieved in the previous years** and manages to take the regulation and self-regulation further in Armenia,

Moldova and Ukraine. This year's generation also incorporates the knowledge and expertise of the EU Directives, policies and have been able to reflect on how the national legal system can be developed in relation to the legal framework and best practice in the European union. The efforts have already resulted in concrete changes in the regulatory and self-regulatory systems in the countries as have been shown in sections 4.1-4.4 where the programme results were presented in detail. Many of the achievements will create long-lasting results and contribute to a more robust and resilient media sector. While some changes still need time to be fully implemented, some are already in place.

Participants have already seen **concrete changes within their organisations as a result of ITP Media,** 83% of the participants of the current ITP generation

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[19] There were 200 ITP participants from the entire region and 160 from Armenia, Moldova and Ukraine across all the cohorts.

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About 200 media professionals from Eastern Europe have participated in ITP Media over the years (160 from Armenia, Moldova and Ukraine). They form a critical mass of individuals with the same knowledge and ambition to build up democratic societies with a resilient media sector. This network of highly skilled experts continues to build strong connections both internationally and nationally, collaborating toward a common vision of media integrity and sustainability.

state that their new competencies are beneficial for their organisation, (35% say it is beneficial to a large extent, 48% say it is beneficial to some extent). The number of participants that feel support and backing within their organisations in some way is 85%, 50% state they feel supported to a large extent and 35% to some extent. Although the programme was finalised quite recently, 47% of the participants still see that they are making use of the knowledge to a large extent, while 45% see they are making use of the knowledge to some extent in their daily work.

> **I have actively shared information, practices, and experiences from my ITP participation with various stakeholders. With the management of my organisation, I provided detailed insights on media self-regulation and its importance for maintaining credibility. I also organised internal discussions with colleagues to share best practices and strategies for ethical journalism and self-regulation."**

> **"I have implemented several best practices introduced in ITP Media, resulting in enhanced efficiency in our workflows and processes. This has not only improved productivity but also contributed to higher employee satisfaction, as team members feel more empowered and engaged in their work. Overall, ITP Media has been instrumental in driving both individual and organisational growth, aligning our goals with the evolving needs of our industry."**

Participants' voices

The strength of the friendships, networks and collaboration as well as the change potential each of the participants of the programme possesses. The alumni network has been important for fostering not only connections and networks with the ITP participants of the year, but also connecting them with the previous generations. ITP Eastern European alumni opened a Facebook group as well as Messenger and WhatsApp chats. Continuing to strengthen the Alumni network is one way to continue to support a positive development of the media sector in the programme countries in the years to come.

> **I believe the ITP Media programme has had, and will continue to have, a significant role in the democratic development of my country and region. By promoting the principles of media self-regulation, accountability, and ethical journalism, the programme strengthens the foundation for a free and independent media, which is a cornerstone of any democratic society."**

Participants' voices

In addition, the global ITP Media (including all regional programmes) previously created an alumni network with a LinkedIn group as one tool to continue the dialogue. A quite large number of the ITP participants from different countries have signed up for the group. Participants from the most recent programmes will also be invited to the very same group. The experience from previous groups also shows that as long as there is a mutual, professional interest, the participants will continue to be in dialogue, exchanging experiences and knowledge. The ITP participants have themselves become experts in the field of EU media legislation and will through this in a continuous way share their experience with other persons in their countries.

81%
of the ITP Media participants say their new competencies are beneficial for their organisation

Besides what's mentioned above, there are a lot of materials and documents that have been produced and compiled during the programme as a whole, in-

cluding the programme that is covered in this report. Several of these have been recorded/produced within the framework of the Chatham House model it will not be shared with others outside of the programme.

As for the other programmes that have already been closed, all project managers have informed the participants that the internal system (Basecamp) will be closed at the end of 2024 and that anyone who wishes can download material for his or her personal use. In addition to this, the external website www.itpmedia.se will also be closed down once the Framework Contract comes to an end, including all financial operations. However, experience and knowledge gathered through the ITP Media will definitely be useful for the participants, contributing to the development of the media sector in their own countries and the EU integration process. Both current participants and alumni are committed to advancing the initiatives that began in 2019, ensuring that these change projects are integrated into their organisations. Encouragingly, several donors have already expressed their willingness to support and sustain these ongoing efforts, reflecting the positive momentum generated by ITP Media.

The Sustainability approach for ITP Media

Sustainability is a key focus of the programme, aiming to ensure that the initiatives and results achieved will continue to grow and impact the media landscape in Armenia, Moldova, and Ukraine beyond the programme's duration. ITP Media has taken deliberate steps to ensure that the initiatives and institutional capacities it has developed will continue to grow. Through strategic partnerships, engagement with international bodies, and fostering a collaborative culture among stakeholders, the programme has laid the groundwork for long-term sustainability. By aligning projects with existing initiatives and focusing on building robust networks, ITP Media has created an environment where continued support, funding, and development of media independence and self-regulation can thrive, thus ensuring the programme's impact extends well beyond its initial timeframe. The following strategies and outcomes aligned with the four entry points on which the programme is based, reinforce the institutional capacity and long-term resilience of the programme's results.

Institutional capacity and continuity of initiatives

One of the core strengths of ITP Media has been its emphasis on building institutional capacity. By engaging key stakeholders from government, regulatory bodies, civil society, and media organisations, the programme has laid the groundwork for sustainable change in media regulation and self-regulation. These efforts have been supported by:

· **Enhanced networks:** The programme facilitated the creation of networks such as the "Club of Responsible Media" in Ukraine, which has registered as an NGO. This formalisation will make it easier for the organisation to secure future funding, enabling continued advocacy for ethical journalism and self-regulation.

· **Integration with existing projects:** In Armenia, several ITP participants, including National Facilitators, are already involved in USAID projects implemented by Internews. This overlap helps ensure that initiatives started through the programme can be integrated and sustained within other long-term projects. Participants also engaged with EU-funded projects led by the Media Initiative Center, fostering continuity.

Collaboration with other initiatives and organisations

ITP Media actively sought to create synergies with other initiatives within the field of media development, enhancing sustainability by connecting participants with broader networks. Strategic actions included:

• **Engagement of key international partners:** Throughout the programme, key partners such as the EU Delegation, OSCE, Council of Europe, Internews Network, and representatives from embassies were invited to seminars and briefings. This not only highlighted the results but also provided these organisations with enough information to align their ongoing and future projects with the initiatives started by the ITP. These collaborations create a more supportive environment for continuity and scaling.

· **Future plans for media recovery in Ukraine:** The European Commission has committed to including media recovery as a focus in the upcoming recovery conference in Italy, a clear result of the advocacy and groundwork laid by ITP Media. Furthermore, the established networks like the Media Network Recovery Window and the NUJU will continue to advocate for this cause, ensuring it remains a priority in national recovery strategies.

Strengthened self-regulatory mechanisms

ITP Media's strategic entry points included enhancing participants' understanding of self-regulation frameworks and encouraging the development of coun-

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try-specific solutions. Achievements in this area lay a foundation for sustainable self-regulatory practices:

· **In Moldova:** The need for a two-level self-regulation system, which would include both national institutions and in-house ombudsman systems within media organisations, has been highlighted and is poised for future development with support from interested donors.

· **Continued support for ethical journalism:** In Armenia, the "Quality Mark" initiative, inspired by previous ITPs, has established standards that media organisations can adopt to signal their commitment to ethical journalism. This model will continue to promote integrity in media, supported by ongoing partnerships with organisations like Internews and funding bodies that see the value in supporting such initiatives.

Understanding and identifying measures to mitigate media capture

In Ukraine and Moldova, significant steps have been taken by the governments to reduce the influence of powerful interests, for a "de-oliarchisation" of the media that has paved way towards a more transparent media landscape. One of the key focuses of ITP Media was the importance of establishing strong independent regulatory bodies free from political influence, along with clear regulations on media ownership – which are powerful ways to combat media capture.

· **Increased capacities to identify and address media capture:** The programme included discussions on these topics and dedicated webinar on mitigation strategies. Promoting a media environment that values trustworthy reporting, and critical journalism is essential to countering disinformation and protecting democratic processes. Discussions during study visits in Sweden and Brussels also emphasised the ongoing threat of Russian disinformation and the spread of false information by various actors.

Media capture however remains a significant challenge in Eastern Europe and will require continuous efforts to strengthen the knowledge base and drive meaningful progress in this area. The way the programme fosters trust and collaboration between key sector actors, build knowledge and develop a broad understanding of best practice contributes to strengthen the capacities in the countries to identify and mitigate media capture.

Building awareness and creating a culture of collaboration

A significant part of the sustainability strategy is fostering a culture of collaboration and awareness across different sectors:

· **Wide stakeholder engagement in Armenia:** The programme's ability to bring together a diverse group of stakeholders from different institutions has raised awareness of the importance of media independence, self-regulation, and alignment with EU standards. This increased visibility has positioned these issues high on the agenda of many organisations, ensuring ongoing dialogue and action.

· **Capacity building and knowledge transfer:** Throughout the programme, ITP alumni have been encouraged to continue their involvement and contribute their expertise to ongoing and future projects. This approach ensures the transfer of knowledge and institutional memory, which is crucial for the sustainability of initiatives started under the ITP umbrella.

Potential for future donor engagement and support

The sustainability of the ITP initiatives is further strengthened by:

· **Digital Ambassador concept in Armenia:** The Digital Ambassador initiative has potential for future support, as it aligns with global digital literacy and information security efforts. By positioning this initiative as a strategic part of Armenia's digital resilience, it is more likely to attract long-term donor support.

· **International advocacy and visibility for media recovery in Ukraine:** The inclusion of media in recovery strategies by international bodies and donors ensures that media recovery efforts will be part of broader national and regional strategies, sustaining the initiatives beyond immediate programme support.

8.1 Sustainability beyond 2024

In order to ensure links to other initiatives within the field of media development and continuation partners and potential partners were invited to several events throughout the programme. EU Delegation, OSCE, Council of Europe, Internews network and representatives from relevant embassies were invited to the final seminars to discuss the results of the programme and possible alignments with other initiatives. They have all been carefully briefed and now have enough infor-

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mation to step in and continue the support of different initiatives further. Throughout ITP Media, links and synergies with other ongoing activities have also been encouraged and ITP alumni have been invited and encouraged to see how they and/or their organisations could contribute to creating sustainability of what has been achieved and continue the work.

Throughout the programme, the management has also sought to reached out to the embassies in each of the programme countries. Globally, the experience of ITP Media has shown that interest and engagement with the embassies could generally have been stronger. It was often perceived as Sida's responsibility in Stockholm, which may have led to missed opportunities for synergies with ongoing bilateral programs. In some regions, the limited embassy involvement stemmed from the absence of a strong media focus in bilateral strategies. However, this has not been the case in Eastern Europe.

The interest for and participation of the Swedish embassies has however been mixed in the three programme countries. In Ukraine, the Swedish embassy took part with an opening statement. In Moldova the Head of Development Cooperation, Embassy of Sweden in Chisinau, held an opening speech at the start-up meeting in December 2023. At the final seminar the Swedish Ambassador made a closing remark. In Armenia, the Head of Development Cooperation has shown great interest by participating at the start-up as well as the final seminar.

During the Final Seminar in **Ukraine**, all participants, including graduates and alumni, agreed to promote and provide several key initiatives aimed at supporting Ukraine's media landscape. These initiatives focus on both recovery and strategic growth for the future and include:

1. Comprehensive Audit of Ukraine's Media Landscape: What Needs to be Recovered and How? This initiative aims to conduct a thorough assessment of the current state of Ukraine's media ecosystem. The goal is to identify areas that require recovery, improvement, and support, particularly in light of the challenges posed by the ongoing conflict and its impact on media operations. The audit will focus on understanding the media's infrastructure, capabilities, and content needs, and will provide a roadmap for rebuilding and strengthening the media industry.

2. Strategic Planning of the Ukrainian Media Fund as a Coordination Hub for Supporting Ukrainian Media (to be discussed within the auspices of the project of the 4th year of ITP - Club of Responsible Media). This initiative envisions the establishment or enhancement of the Ukrainian Media Fund as a key coordination center. The Fund would serve as a strategic hub that aligns resources and efforts to provide consistent support to Ukrainian media outlets. It will facilitate the collaboration between various stakeholders, including government bodies, international organisations, and media professionals, with the goal of ensuring sustainable media development, recovery, and growth.

3. Support for the "Media in Recovery: Voices to be Heard" Campaign (Advocacy, Communications, Consulting). This campaign seeks to amplify the voices of Ukrainian media as part of the broader recovery efforts. It includes advocacy for media rights, communications strategies to raise awareness, and consulting services to help media organisations navigate recovery processes. The campaign will ensure that the media in Ukraine remains resilient, independent, and able to provide critical information to the public during challenging times.

4. Creation of a Technical Platform to Support Hyperlocal and Local Media. This initiative involves developing a digital infrastructure to support hyperlocal and local media outlets, which play a crucial role in informing and connecting communities. The platform will focus on providing technical resources, training, and tools to help local media outlets enhance their digital capabilities, expand their reach, and better serve their audiences. It aims to bridge gaps in media access and empower local journalists and content creators.

To ensure the long-term impact of the ITP Media initiative in **Armenia**, several factors are aligned to sustain and expand the progress made in media reform and self-regulation. The foundation laid by this programme will continue to resonate within Armenia's media sector and broader civil society, thanks to the continued engagement of key stakeholders, institutional collaborations, and the integration of new frameworks into Armenia's media landscape.

1. Institutionalising Media Reform Knowledge and Advocacy. The enhanced understanding of European Union media regulations, such as the AVMSD, EMFA,

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DSA, and DMA, has provided Armenian stakeholders with essential tools to advocate for the integration of these frameworks into local legislation. ITP alumni, who have already applied their learning in practice, will continue to advocate for media reforms through established networks, including the MEO and ongoing legislative amendments. As these alumni remain actively involved in shaping the policy landscape, their continued influence will keep these discussions alive and relevant within the context of Armenia's evolving media environment.

2. Expanding and Promoting Self-Regulation Mechanisms. The commitment to media self-regulation is expected to continue through the expansion of initiatives like the "Quality Mark" and the "Whitelist," which promote adherence to ethical standards and transparency among media outlets. As media outlets recognise the tangible benefits of maintaining high standards of accountability, these initiatives are likely to gain further traction. The MEO's growing role in this ecosystem, along with continued public awareness and the participation of media outlets in the self-regulation process, will contribute to the long-term sustainability of these efforts.

3. Continued Multi-Stakeholder Collaboration. The formation of a multi-stakeholder platform, including media professionals, government representatives, and civil society organisations, will ensure that dialogues on media regulation remain open and inclusive. This group will provide a sustainable mechanism for tackling emerging challenges and integrating EU-driven media practices into Armenia's legislative framework. With the ongoing involvement of key government bodies, including the Armenian Parliament and national regulators, the institutionalisation of self-regulation mechanisms aligned with European standards will persist beyond the project's completion.

4. Integrating Media Self-Regulation into Educational Frameworks. The inclusion of media self-regulation in the curricula of journalism faculties ensures that future generations of media professionals will be equipped with the tools and ethical standards necessary to contribute to the ongoing development of Armenia's media sector. This initiative will help foster a new generation of journalists who are committed to transparency, accountability, and high ethical standards, creating a culture of ethical practice that will last beyond the programme period.

5. Strengthening Digital Diplomacy and Information Security. The creation of the "Digital Ambassador" role, a unique contribution from the programme, will continue to be a key driver of Armenia's alignment with EU standards in the digital realm. This role will facilitate collaboration between state and non-state actors, promoting Armenia's digital diplomacy and information security on the global stage. By strengthening Armenia's digital governance, this initiative will contribute to long-term advancements in media regulation and digital policy.

6. Long-Term Funding Opportunities. The recognition of Armenia's ongoing commitment to media reforms and the growing visibility of the programme's results has significantly raised awareness among a broader group of stakeholders, including potential future donors. With a stronger focus on media ethics, self-regulation, and alignment with EU standards, these reforms are likely to attract further funding from international institutions, ensuring continued support for Armenia's media landscape.

Through institutionalised mechanisms, the active involvement of key stakeholders, and the integration of EU-driven media practices, the sustainability of the programme's outcomes is guaranteed. Armenia's media sector will continue to grow and evolve, creating a more transparent, accountable, and democratic media environment that will serve the needs of its citizens for years to come.

The achievements during ITP Media lay a strong foundation for lasting impact in **Moldova's media landscape**, ensuring that the results of the project will be sustainable beyond its duration. Several key elements contribute to this sustainability:

1. Legislative and Institutional Integration. One of the central outcomes of the project is the development of a draft Law on Media Services, which aims to strengthen transparency in media ownership and align Moldova's media regulations with EU standards. The law is expected to be registered as a legislative initiative and potentially adopted by the Moldovan Parliament in 2025. Once passed, this law will provide a robust legal framework for media regulation, which is essential for the long-term sustainability of media reforms. The continued dialogue with stakeholders, including media organisations, the Audiovisual Council, and the Ministry of Culture, ensures that the draft law

reflects the needs of the local context and remains relevant post-programme.

2. Strengthened Self-Regulatory Mechanisms. The ITP Media has helped enhance understanding and co-operation around self-regulatory frameworks in Moldova. While full co-regulation mechanisms between the Press Council and the Ministry of Culture have not yet been realised, the Press Council has become a more active entity, particularly after its registration as an NGO in 2023. As the Press Council continues to play an influential role in media oversight and the distribution of state aid to media outlets, its sustainability will be ensured through continued advocacy for independence and capacity-building efforts. The increased understanding of self-regulation, particularly drawing from best practices in countries like Sweden and Denmark, empowers local stakeholders to further develop and strengthen these mechanisms over time.

3. Ongoing Stakeholder Engagement and Capacity Building. The project's impact extends beyond the training period through the involvement of key national experts and the continued cooperation between institutions like the Audiovisual Council, Parliament, and media watchdogs. The connections established between these stakeholders will facilitate ongoing collaboration in the development and implementation of media reforms. The alumni of the programme, such as Liliana Vitu, Liliana Nicolaescu-Onofrei, Tatiana Puiu, and Ion Bunduchi, who actively participated in events like the Media Policy Forum in 2024, are now positioned as advocates for media reforms in Moldova. Their continued involvement in discussions and policy-making ensures that the lessons learned and the momentum built during the programme will carry forward.

4. Institutional Capacity for Policy Implementation. Despite challenges such as the slow progress of the Media Ombudsman reform and the ongoing need for training in the implementation of the access to information law, the groundwork laid by the ITP has fostered awareness and commitment to these issues. The identification of gaps and the pressure placed on authorities through analytical reports and advocacy will help drive the necessary institutional changes. Moreover, the training provided to Moldovan participants, coupled with their active involvement in policy discussions, ensures that there will be a pool of skilled professionals capable of advancing media reforms beyond the project's conclusion.

5. Cultural Shift Toward Quality Journalism. One of the most significant outcomes of the ITP has been the promotion of quality journalism through the adoption of the Journalist's Code of Ethics. With 70% of journalists having signed the Code and major media outlets displaying its logo, the principles of ethical journalism have been firmly established in Moldova. The continuation of this initiative through awareness campaigns and educational efforts, including the involvement of university students, ensures that ethical journalism will remain a core value for future generations of journalists in Moldova.

6. Long-Term Partnerships and Networks. The ITP Media has built strong, cross-country networks that include international experts, media organisations, and governmental bodies. These networks create a lasting support system for ongoing reforms and capacity building. The connections fostered during the programme will allow Moldovan participants to continue receiving expert guidance and collaboration opportunities, strengthening Moldova's media ecosystem in alignment with EU standards.

The sustainability of the project results in Moldova is assured through legislative advancements, strengthened self-regulation mechanisms, ongoing stakeholder engagement, institutional capacity building, and the fostering of a culture of quality journalism. These efforts, combined with continued collaboration and knowledge sharing, ensure that the outcomes of the programme will have a lasting impact on Moldova's media landscape, supporting a more transparent, ethical, and well-regulated media environment.

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ANNEX

[20] Survey results from phases 1-4 available upon request

ANNEX 1. Results framework with base- and endline data

Overall objective
The ITP AMU programme will contribute to more interconnected, inclusive, and collaborative policy environments by **enhancing the capacity** of Ukrainian, Moldovan, and Armenian media policy and reform actors to **strengthened coordination, encourage, and support shared commitment** towards the development of democratic values, transparency, and resilient media environments, that would lead to harmonised reforms aligned with EU legislation and European best practice.

Expected results:
Media, CSOs and media related institutions and legislative bodies from Armenia, Moldova and Ukraine have 1. increased their knowledge of EU legislation and European best practice. 2. strengthened their network, coordination and show shared commitment to initiated actions that will aim to (short and long term) improvements to media regulatory bodies, practice and legal framework based on EU legislation and European best practice.

Expected results	Entry point	Indicators	Targets	Baseline values	Endline values (Overall changes during the programme period)	MoV
Outcome 1: Participants from Media, CSOs and media related institutions and legislative bodies have **increased their knowledge and understanding** of EU legislation, European best practice, media concentration and media capture						
1.1 Participants demonstrate **enhanced capacity to proficiently navigate EU legislation and regulations** (DSA, DMA, EMFA and AVMSD).	Entry point 2,3 and 4	1.1.1 Level of understanding of AVMS, DSA, DMA, EMFA	At least 80% of participants understand EU Legislation in particular AVMS, DSA, DMA, EMFA and its relation to the respective country reforms. (Extent (%) to which participants assess that their knowledge and skills have increased.	The knowledge varied in the group. While there were several highly knowledgeable experts in the group others were not as familiar with EU regulation. In Armenia 65% stated that they have basic, and 30 % a high level of knowledge of the legal and regulatory framework. Moldova 53%, have basic understanding and 41% high level of understanding. For Ukraine 46.15% stated they had basic understanding and 50%	61% increased their knowledge to large extent, 39% to some extent.	Agenda, participants list, reports from the trainings and workshops Self-assessment sheets / evaluation of the participants Feedback and reports from experts involved. Reports from NFs Interviews of participants
			Increased capacity of participants to live up to the EU regulation on e.g., DSA, DMA, and EMFA (among others, NBC, and its co-regulatory bodies; CJE and IMC)			
		1.1.2 Level of capacity of participants to understand what the EU integration	Attain an 80% or higher participant proficiency rate in navigating EU regulations by the end of the training program.		56% has increased their knowledge of what the country needs to do to live up the EU standards to a large extent. 40% to some extent.	

		entails when it comes to implementation.		had high level of knowledge.	
		1.1.3 Level of understanding of media concentration and media capture	Achieve a minimum 30% or higher increase in participant understanding rate of media capture issues.	In Armenia participants had basic understanding 95%, 5% high level of knowledge of the notion of media capture as well as the policy, legal and regulatory measures to tackle it. In Moldova participants had basic understanding 61.5% and 38.5% with high level of understanding. In Ukraine 66.7% had basic understanding and 12.5% had a high level of understanding.	67% state that ITP served as a platform for dialogue among key stakeholders, for discussion about media regulation and self-regulation to a large extent. 32% to some extent.
			Increased capacity of participants to mitigate media capture[1]		Participants has increased their networks, knowledge and have demonstrated that they have achieved goals that will make the media sector more resilient.
1.2 Participants gain a **better understanding of the components within the self-regulatory framework**.	Entry point 4	1.2.1 Level of understanding of self-regulatory frameworks.	Achieve a minimum 30% or higher increase in participant understanding rate self-regulatory framework.	Participants admitted to the ITP programme generally had basic knowledge of self-regulatory systems. Participants from Media and CSOs had more in-depth knowledge compared to participants from governmental bodies and institutions.	64% has increased their knowledge of self-regulation to large extent, 28% so some extent.
Outcome 2: Participants from Media, CSOs and media related institutions and legislative bodies have **strengthened their in-country/cross-country networks, collaborations** and **contact with relevant experts** as a result of the ITP programme.					
2.1 Participants and their respective organisations have established strong networks for insights, knowledge sharing and collaboration.	Entry point 1	2.1.1 Level and quality of contact between participants as a result of the programme.	Participants has broadened their in-country contacts as a result of the programme (self-assessment and evaluation/surveys)	Some participants had some previous knowledge of each other and previous professional contacts. The number was higher in	Participants has developed stronger professional networks and feel they can make use of them to improve the media regulatory, self-regulatory

Self-assessment sheets / evaluation for the participants

Interviews of participants

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[1] (Ukraine) NBC, and its co-regulatory bodies; CJE and IMC), (Moldova) Audio-visual Council, and its co-regulatory body the Press Council, (Armenia) National Commission of TV and Radio of Armenia and its co-regulatory body - Media Ethics Observatory)

					Moldova and Armenian compared to Ukraine.	system. (See survey results below).	
		2.1.2	Participants from state and non-state actors has managed to strengthen the collaboration between their organisations as a result of the programme.	Participants has been able to secure stronger collaboration between their own organisation and relevant state and non-state actors as a result of the programme (self-assessment, change project direct/indirect achievement)		65% has increased their national network to large extent, 31% to some extent.	
2.2 Participants and their respective organisations have capacity and motivation to effectively engage with EU (and Swedish) experts and agencies.	Entry point 1	2.2.1	Level and quality of contact with relevant EU (and Swedish) experts and agencies as a result of the programme.	Participants has increased their network among relevant EU (and Swedish) experts and agencies as a result of the programme (self-assessment and evaluation/surveys)	While some participants already had a strong connection internationally and in the region, others had a limited international network.	40% have increased their international network to a large extent, 53% to some extent.	Self-assessment sheets / evaluation for the participants Interviews of participants
Outcome 3: Participants from Media, CSOs and media related institutions and legislative bodies have **initiated collaborations that will contribute to** the development of democratic values, transparency, and resilient media environments.							
2.1 Strengthened coordination among the Armenian, Moldovan and Ukrainian state, and non-state actors to increase alignment and harmonisation of efforts around reforms focusing on regulation, addressing media capture, and self-regulation in line with the EU requirements.	Entry point 1, 2 and 4	2.1.1	Knowledge and insights gained from EU /SE has influenced/inspired in-country collaborative actions.	3-4 collaborative initiatives and stronger partnerships formed between Media, CSOs and media related institutions and legislative bodies as a result of the programme.	The ITP programme 2023/2024 has relied on the initiatives and alumni network of previous years. Which has strengthened the initiatives and contributed to sustainable results.	Armenian participants have worked jointly to draft provisions on self-regulatory mechanisms to the law on Mass Media, they have made amendments to the Audiovisual law. The institution of Digital ambassador aims to facilitate the Armenian integration of the EU system of digital security. In Moldova the participants have drafted the provisions for transparent online and print media ownership in the daft Law on Media Services and proposed amendments to the Media Law.	Number of implemented measures and their outcomes. Number of documented proposals and initiatives aiming to mitigate or address media capture, assessed through participant reports. Number of organized activities, such as workshops, presentations, or collaborative
		2.1.2	Participants propose and initiate a number of steps within their change project/s to address identified media capture issues (aimed either at	By the end of the project period, participants have proposed steps within their change projects aimed at addressing identified media capture issues, focusing on enhancing media freedom and advocating for regulatory transparency. 2-3 change initiatives focus on legislative and policy changes			

			enhancing media freedom or advocating for regulatory transparency etc).	related to media regulation, self-regulation, media legislation, media transparency, and media concentration.		In Ukraine the ITP participants has jointly advocated for addressing the needs of Media as part of the International and national efforts for recovery in Ukraine. Participants worked jointly to motivate media in Ukraine to use self-regulation mechanisms to prevent possible manipulation by the state regulation. ITP participants have contributed to the manual "Self-regulation of Ukrainian media during martial law in Ukraine" produced by the Commission on Journalistic Ethics in Ukraine. Changes based on EU legislation have been proposed to the Ukrainian media and advertising law.	projects, webinars, indicating the application of acquired knowledge.
				50% of the suggested change initiatives for legislative and policy changes include a cross-cutting gender perspective.		55% included gender equality and/or social inclusion aspects in the development of their change initiatives.	
2.2 Participants and their respective organizations have established strong networks for insights, knowledge sharing, and collaboration, while actively exploring a range of innovative methodologies to adapt the regulatory framework, deepening their practical comprehension and	Entry point 1	2.2.1	Level and quality of collaborative initiatives or partnerships formed as a result of the ITP programme.	By the end of the ITP programme, at least 5 high-quality collaborative initiatives or partnerships will be formed, with each initiative demonstrating clear objectives, active engagement from all parties, and measurable outcomes aimed at addressing media-related issues		The programme has contributed to stronger connection among the participation organisations, 65% stare they increased their networks to a large extent, 31% to some extent. Participants state that they have increased their networks and built strong friendships specifically as a result of the collaborations through the change initiatives.	

| enhancing their ability to implement it effectively. | | 3.2.2 | Number of in-country meetings organised to further discuss media capture challenges and ways to address it. | At least 10 in-country meetings organised by NFs | | All countries had a minimum of 10 in-country meetings organised by NFs. | |

Annex 2. Updated risk analysis

Working with sensitive issues in a highly politicised and polarised society poses inherent risks. These risks encompass the challenges related to achieving the programme objectives, contextual risks, and risks for the participating individuals and their organisations. Since the beginning of the programme, our approach has recognised that the International Training Programme (ITP) provides a unique opportunity and platform for dialogue among parties that often disagree on the issues at hand. By removing participants from their home context and promoting team building, we aim to provide them with a more holistic understanding of the issues, often resulting in them being seen as the "voice of reason." The method itself is geared towards minimising risks of high tension/conflicts between the participants.

Throughout its existence since 2018, the ITP programme has faced various **external strategic risks and challenges,** including wars (such as those in Ukraine and Armenia), a global pandemic, and rapid changes in governments and other political turmoil. In all countries there is for example a risk that the situation is getting worse, the risk of blackouts during the period, the risk that some men of the group due to martial law could not get exit permits from the country to participate, the risk of war, full-fledged war between Armenia and Azerbaijan, infiltration of the political system in Moldova etc, etc. Being prepared and expecting the unexpected are key elements of any effective risk management strategy.

While the **personal security risks for** participants have not been a prominent aspect of the Eastern European programme thus far, we acknowledge that rising geopolitical tensions, disinformation campaigns launched by Russia, and the ambiguous volatile nature of politics in the region, things can change very rapidly.

As organisers, we have a good track record and have always been able to adapt and find solutions to address these emerging challenges. It is important to note that risks often take unexpected forms (black swans), requiring vigilant monitoring. Thus, it is crucial to remain open to **opportunities** instead of solely focusing on risks. Having our National Facilitation team on the ground is very beneficial in this regard.

Our approach to risk management involves a **flexible and dynamic process** that will allow us to respond effectively to risks as they arise, rather than relying solely on rigid pre-planned risk mitigation strategies. The programme is implemented in contexts characterised by rapidly changing and uncertain conditions, including political instability and conflict and in these environments, traditional risk management plans can quickly become obsolete.

The key aspects of our risk management practices are the following:

- We ensure clarity regarding who has the authority to make decisions regarding risk response, and we ensure that decision-makers have the necessary information and support. It is important to define the programme staff with this authority.
- Through our national staff, we regularly monitor the programme environment and actively identify risks as they arise. This monitoring includes engagement with various programme stakeholders, ensuring diverse perspectives and insights. We pay attention to different categories of risk that may emerge.
- We maintain open and transparent communication about risks (and opportunities) with all relevant programme staff.

- In the event of risks arising, we jointly assess their potential consequences for the programme and analyse our risk tolerance.
- Instead of relying on a fixed risk matrix, we develop targeted strategies for specific risks if they materialise.
- As part of our programme management learning processes, we reflect on both successful risk responses and failures.

A risk matrix often cannot fully capture the complexities of the risks involved. The matrix below indicates potential **operational risks[1]** as they were envisioned at the start of the programme. The updated table below also includes additional risks identified during the programme and additional information about how risk mitigation was adapted in order to handle changes.

General operational risks that we can influence.	
Operational/programmatic risks identified	*Risk Mitigation*
Risk of unclarity of a common vision and what constitutes a successful outcome for training programme	We involved all key stakeholders, including participants and programme management, in the development of the programme's vision during the start-up seminars. Their input and perspectives helped align expectations and further adjust to local needs. We clearly defined and communicated the programme's objectives and desired outcomes, ensuring that everyone involved understood what the programme was about. We were open to adjusting the programme based on feedback and changing circumstances. Adaptability helped ensure the programme remained aligned with the evolving common vision. The implementation ran smoothly, taking into account the different experiences of the participants
Group dynamics and collaboration could be challenging: Since the group consists of different organisations that may be representing opposing interests there is a risk of internal conflicts in the group. A stressful personal situation due to war, conflict and other circumstances could have a negative impact on the dynamics.	The ITP model was itself a method for cooperation and mutual understanding. Visits to Sweden were often a significant opportunity for participants to build bridges between different islands in the media landscape. Therefore, team-building activities in the beginning were of utmost importance. As organisers, we initiated the process right from the startup meeting, promoting a collaborative approach. Furthermore, our National Coordinators played an important role in ensuring that personal and professional bonds were created. Additionally, when we designed change initiatives, we encouraged the entire group to share common concerns that could be transformed into a shared vision for the different participating organisations. More concretely, we promoted... the idea that each organisation should work together with at least 1-2 other organisations to contribute to this vision. An increased understanding by the programme team of the stress-related issues that many participants faced.

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[1] *Operational or programmatic risks* are those that relate to the outputs of the programme and the factors that can be influenced. As for external risks associated with the geopolitical situation in the region, we must be prepared to adapt to evolving circumstances. Assessing the probability and impact of various risks is inherently subjective and has a very short shelf life. Therefore, our best approach to handling these risks has been to remain vigilant and stay open to both risks and opportunities that may arise during the programme's implementation.

Risk not to engage the relevant experts and establish collaboration with authorities who can effectively convey the concrete implications of implementing and monitoring new DSA (Digital Services Act), DMA (Digital Markets Act), and new audio-visual rules/laws of stakeholders (such as the responsible authority, platforms, and media organisations).	The consortium was already in contact with international world-leading experts that have specific expertise within 4 entry points mentioned. We also established a cooperation with the Swedish Agency for the Media). The programme also benefited the agency since it increased its international engagement, particularly in Eastern Europe. Based on participant feedback, the roles of certain experts were adjusted throughout the process, with some experts taking on expanded responsibilities while others had their roles reduced.
Risk for overlap and duplication of initiatives on regulation and self-regulation	According to our mapping, there were some (but not so many) initiatives with an explicit focus on promoting the implementation of regulation and self-regulation. The mapping of the different initiatives was very helpful in aligning the work and promoting synergies between other initiatives. However, we were aware of the risk of overlap or duplication of work. It was important to clarify responsibilities in this context. Continuously, during the project, we maintained a dialogue with other stakeholders to avoid duplication.
The potential inability to incorporate lessons learned from past programmes into our current initiative.	From cross-functional teams that include members who have participated in previous programmes and thus have experience. These teams helped bridge the gap between past and current initiatives or set up the feedback mechanisms. Also, a PD lead for ITP AMU programme had all the knowledge from the respective countries to build on the learnings from previous years and we used this expertise to further develop the initiative.
The risk is that the specialised and advanced knowledge generated by the team and the participants on how EU-related reforms are practically implemented does not reach beyond the group.	This was a key issue. Thanks to the ITP format, all participants were required not only to disseminate their new learnings within their home organisations but also to engage in forums where these issues were debated. Also, the very fact that we had so many participants from each country meant that we recruited more than one participant from key institutions. This made their voice stronger within their organisations. Our team included several leading experts on the implementation of EU-related reforms. Furthermore, the consortium established a dialogue with Swedish regulators and the Ministry of Culture regarding their involvement in the programme. Participants representing the regulators in their respective countries formed an informal network.
The risk that the consultants chosen, and the materials selected are too generic for this programme based on the reform work in this region, achieved through in-depth work in each country (referring to criticism from the Swedish embassy in Ukraine regarding the previous regional programme).	We clearly demonstrated in this proposal that our curriculum was updated and aligned with the chosen entry points. Instead of pre-produced films, the introductory course before coming to Sweden consisted of a webinar series. Please refer to Annex 2 for further details. Moreover, the choice of the experts was based on the local needs and priorities, which were discussed and identified during the start-up meetings in each country and online webinars. Thus, before study visits to Sweden and Brussels, participants had a clear idea of what needed to be focused on.

	Making sure that the participants were not overloaded with too much information also helped them focus on what was important.
Country risks /Armenia	***Risk Mitigation***
Contextual: Political tensions in country, as well as fragile situation of Armenia in the region may affect the implementation of the change project	The management team (PDs and NFs) monitored the situation and any potential threats to the project very closely and thought of alternative ways to fulfil the programme objectives.
The risk that Armenian participants will have fewer opportunities to implement change projects related to synchronising national legislation with EU standards, as Armenia does not have EU candidate status.	The ITP programme itself provides capacity-building opportunities for Armenian participants to enhance their understanding of EU standards and the harmonisation process. The programme also encouraged collaboration and knowledge sharing between Armenian participants and countries that had candidate status (such as Ukraine and Moldova), enabling Armenian participants to benefit from their experience.
The risk of not creating synergies with other relevant actors	The involvement of ITP Armenia National Facilitation Team (NF) members ensured synergies with other relevant actors and their projects. They played a key role in the programmes implemented by their respective institutions (see Annex 5), managing advocacy and legislation components with a strong emphasis on self-regulation. This contributed to enhanced programme synergy, improved efficiency, and strengthened strategic interconnections.
Country risks /Moldova	***Risk Mitigation***
Contextual: Internal destabilisation (due to local elections in autumn 2023 and due to Presidential elections in autumn 2024) may affect the implementation of the project and participants' availability.	The management team (PDs and NFs) monitored the situation and any potential threats to the project very closely and considered alternative ways to fulfil the programme objective, informing Sida in case of any crucial changes. The project team closely followed the political development in the country.
The participants from the governmental institutions are not available and/or reluctant to participate in the programme.	The need for their attendance in all sessions and meetings of the programme was clearly communicated during the start of the selection process, as well as in the start-up seminars and webinars. The team (PD+NF) did everything possible to identify such risks as early as possible, to bring in a reserve participant if needed.
The risk of not creating synergies with other relevant actors	The fact that the ITP PD Lead and IMS PM for Moldova were the same person made implementation and alignment with the strategic entry points easier. The PD ensured the creation of as many synergies as possible and involved as many relevant stakeholders as necessary to achieve a greater outcome.
Country risks /Ukraine	***Risk Mitigation***

Contextual: Escalation of violence, which may affect the implementation of the project and participants' availability.	The management team (PDs and NFs) closely monitored the changing political and security situations and responded to evolving circumstances as early as possible. The team maintained flexibility to modify activities when necessary. Adjustments included relocating activities and meetings from offline to online.
Ukrainian participants are sensitive to the choice of experts and their nationality due to the trauma that they are dealing with daily due to Russian aggression in Ukraine.	Due to the fact that some of the proposed experts had Russian origin, which could have created tension within the UA group, the management team (PDs) ensured that 1 or 2 other international experts were brought in for the session to keep the discussion focused on expertise and the relevant topic rather than nationality. The experts in question were prepared and informed of the existing risk.

The project team was prepared to respond to any reactions and was ready to manage a change of expert(s) if necessary |
The participants from the governmental institutions are not available and/or reluctant to participate in the programme.	Since the representatives of authorities were very important stakeholders and decision-makers, the management negotiated and discussed the necessity of their participation in the programme. The need for attendance in all sessions and meetings of the programme was made clear from the start of the selection process, as well as in the start-up seminars and webinars. The team (PD+NFs) did everything possible to identify this kind of risk as early as possible, in order to bring in a reserve participant if needed.
There is a risk that Ukrainian male participants could be mobilised to join defence forces	The team (PD+NF) followed the developments very closely and did everything possible to mitigate this risk through a management request to the relevant UA authorities. If needed, they identified another representative from the reserve to step in. By having digital participation as an optional possibility, it was made possible for men who could not leave the country to still take part in the programme.
The risk of not creating synergies with other relevant actors	The fact that the ITP PD Lead and IMS PM for Ukraine were the same person made implementation and alignment with the strategic entry points easier. The PD ensured the creation of as many synergies as possible and involved as many relevant stakeholders as necessary for a greater outcome. Additionally, as an active implementing partner, IMS aligned activities with other partners and brought the core of ITP findings and results to other partners for potential support when needed.

Annex 3 Summary of webinars

Phase	Date	Webinar	Topic	Lecturer
1	11/27/2023	Online Start-up meeing	Introduction to the Programme	ITP Media AMU Programme Management
	12/15/2023	Webinar #1	Media Capture (1) - Media Freedom & Pluralism	Joan Barata & Andrei Richter
	12/19/2023	Webinar #2	Media Capture (2) - Notion and Consequences of Media Capture in the Experience of Eastern Europé	Andrei Richter & Marius Dragomir
	1/12/2024	Webinar #3	Introduction to Platform Regulation	Andrei Richter & Grainne McMorrow
	1/19/2024	Webinar #4	Media Capture (3) - De-oligarchization and Transparency of Media Ownership	Joan Barata & Aleksandra Kuczerawi
3	3/25/2024	Webinar #5	DSA and DMA: Digital Services Act (DSA) - General Structure, Scope and Enforcement Mechanisms	Alexandra Kuczerawy
	4/5/2024	Webinar #6	AVMSD: The Audiovisual Media Service Directive (AVMSD) and Video-Sharing Platforms	Krisztina Rozgonyi
	4/18/2024	Webinar #7a	DSA and DMA: Digital Serivces Act (DSA) - Obligations for Platforms	Alexandra Kuczerawy
	4/22/2024	Webinar #7b	Platform Regulation and EU Integration: Propaganda and Freedom of Expression	Andrei Richter & Sejal Parmar
	4/29/2024	Webinar #7c	Platform Regulation and EU Integration: Disinformation and Freedom of Expression	Andrei Richter & Sejal Parmar
	5/8/2024	Webinar #8	1. EU Legislation and AMU: The European Media Freedom Act (EMFA), 2. Editorial Policies: Diversity Policies	Krisztina Rozgonyi
5	6/24/2024	Webinar #9	The Impact of EU Regulation of AI Use on the Media Ecosystem	Oleg Khomenok

International Training Programme (295) in:
Media self-regulation in a democratic framework – Armenia, Moldova and Ukraine [2024]

GROUP 1

NIRAS · FOJO:MEDIA INSTITUTE · Linnæus University · IMS

WEEK 1

Monday Feb 5	Tuesday Feb 6	Wednesday Feb 7	Thursday Feb 8	Friday Feb 9	Saturday Feb 10	Sunday Feb 11
Stockholm / Hotel Birger Jarl	*Stockholm / Hotel Birger Jarl*	*Stockholm / Hotel Birger Jarl*	*Stockholm / Schibsted / Parliament*	*Stockholm / Hotel Birger Jarl*	*Stockholm / Hotel Birger Jarl*	*CHECK OUT IN STOCKHOLM* Uppsala / *Scandic Hotel*
08:30: Welcome & Introduction	**08:30: Reflection from yesterday**	**08:45: Reflection from yesterday**	**08:00:** Meet in lobby **08:20:** Departure from the hotel by bus	**08:30: Session: Disinformation and foreign influence in Sweden.**	**10:00: Departure from the hotel:** Sightseeing Stockholm Museums etc	**09:30: Departure from Hotel Birger Jarl. Bus to Uppsala**
09:00: Introduction and a brief presentation of participants	**09:00:** Tove Carlén, legal expert and international secretary at **Swedish Journalist association**	**09:15: Ministry of Culture:** Freedom of Speech protection, EU legislation in the Swedish context and media support system, by Filippa Arvas Olson, Senior Advisor at Ministry of Culture of Sweden	**09:00: "Schibsted" media house and meeting with the largest newspaper in Sweden/Aftonbladet**	**08:30: Part 1.** Disinformation campaigns in Sweden- overview of the recent campaigns and their significance for Sweden (domestic and abroad) through **Zoom**, by Andreas Örnnerfors, Fojo Media Institute **09:25: Part 2. Agency for Psychological Defence (APD)** What is APD's role in combating disinformation, and how does APD work with the public, media, and other actors in society? By Per Enerud	**DAY OFF**	**DAY OFF**
10:40: Coffee break	*10:15: Coffee break*	*10:30: Coffee break*	**11:00 Departure by bus to go to the lunch restaurant, near the Parliament.** *Lunch together*	*10:20: Coffee break*		
11:00: The Swedish media sector – an overview, Anders Malmström, journalist and media analytics with a background at Bonnier Group. (DI)	**10:45: Media, gender and self-regulation:** Workshop with Ylva Bergman	**11:00: Ministry of Culture, continued**		**10:50: Presentation of assignments**		
12:00: Lunch at the hotel	*12:00: Lunch at the hotel*	*12:00: Lunch at the hotel*	**12:30 Security check to enter the Parliament. Bring your passport with you!**	*12:00: Lunch at the hotel*	*Individual Lunch*	*Individual Lunch*
13:15: EU legislation and self-regulation from a publisher's perspective, Jan Fager, Jonas Morian. Swedish Publisher Association Swedish Media Publishers Association	**13:15: PUBLIC SERVICE Swedish Radio and Swedish Television** Sofia Taavitsainen (SR) and Alan Morrison (SvT)	**13:15: Swedish Agency for the Media (former MPRT)** Myndigheten för press, radio och tv - Start page (mprt.se)	**13:00-14:30: The Parliament, The Committee on the Constitution** moderated by David Isaksson, Global Reporting	**13:15: Summing up learnings and takeaways by** David Isaksson, Media Expert, Editor-in-Chief/ Global Bar Magazine **14:15: Knowledge exchange and a moderated discussion on what is needed to adapt and implement changes in accordance with EU legislation** by A. Richter and J. Barata		
14:15: Coffee Break	*14:30: Coffee Break*	*15:15: Coffee Break*	*14:30: Bus back to the hotel. Coffee Break.*	*15:30: Coffee Breakat*		
14:45: Team Building and group discussions. Anette Novak **15:30-16:30: Continued discussion** Anette Novak	**15:00-16:30: PUBLIC SERVICE Swedish Radio and Swedish Television**	**15:45-17:00: Content moderation practices,** Janne Elvelid, Head of policy at Meta Sweden	**15:15-17:00: The media ombudsman – how does it work in practice.** Ola Sigvardsson, former ombudsman Ylva Bergman, editor in Chief at Aktuell Hållbarhet.	**16:00: Knowledge exchange continued ...** **16:45-17:15: Wrapping up the week, information for the weekend and the coming week**		**17:30: Departure by foot to go bowling at O'Learys**
19:30: Departure from the hotel to go to Restaurant Aifur (Welcome Dinner)	*Individual dinner*	*Individual dinner*	**17:50 Departure to go to Mingling / Networking** at Stora Nygatan 7. **Bring your green SL card!** *20:00: Individual dinner*	*Individual dinner*	*Individual dinner*	**19:00 Dinner at O'Learys**

WEEK 2			
Monday **Feb 12**	**Tuesday** **Feb 13**	**Wednesday** **Feb 14**	**Thursday** **Feb 15**
Uppsala / Scandic Hotel, Uppsala	*Uppsala / Scandic Hotel, Uppsala*	*Uppsala / Scandic Hotel, Uppsala*	*CHECKING OUT*
08:30: How to make change happen and team building by Silvia Montano	**08:30:** Continued discussions and dialogue between the teams and preparations according to template.	**08:30:** Work in groups on change projects. Last preparations.	*Travel Day*
10:30: Coffee Break	**10:30: Coffee Break**	**10:30: Coffee Break**	
11:00: Introduction to stakeholder analysis and problem analysis. by Silvia Montano	**11:00:** Continued discussions and work in groups….	**11:00:** Continued work in groups on change projects.	
12:30: Lunch	**12:30: Lunch**	**12:30: Lunch**	
13:30: Vision Brainstorming. *Change initiatives/groups*	**13:30:** Continued discussions and work in groups….	**13:30: Presentations of tentative change initiatives**	
15:00: Coffee Break	**15:00: Coffee Break**	**15:00: Coffee Break**	
15:30-17:00: Vision Brainstorming. *Change initiatives/groups*	**15:30-17:00:** Continued discussions and work in groups….	**15:30-17:00: Presentations of tentative change initiatives** **Concluding remarks / Evaluation**	
Individual dinner	*Individual dinner*	**18:40: Departure from the hotel by foot, to go to Farwell Dinner at restaurant Peppar Peppar**	

WEEK 1

	Monday Feb 12	Tuesday Feb 13	Wednesday Feb 14	Thursday Feb 15	Friday Feb 16	Saturday Feb 17	Sunday Feb 18
	Stockholm / Hotel Birger Jarl	*Stockholm / Hotel Birger Jarl*	*Stockholm / Hotel Birger Jarl*	*Stockholm / Schibsted / Parliament*	*Stockholm / Hotel Birger Jarl*	*Stockholm / Hotel Birger Jarl*	*CHECK OUT IN STOCKHOLM Uppsala / Scandic Hotel*
	08:30: Welcome & Introduction	**08:30: Content moderation practices, META** Janne Elvelid, Head of policy at Meta Sweden	*08:45: Reflection from yesterday*	**08:00:** Meet in the lobby **08:20:** Departure from the hotel by bus	**08:30: Session: Disinformation and foreign influence in Sweden.**	**10:00: Departure from the hotel: Sightseeing Stockholm Museums etc (2 hours)**	*09:30: Departure from Hotel Birger Jarl. Bus to Uppsala*
	09:00: Welcome remarks by Kristin Olson, Sida **09:15: Introduction and a brief presentation of participants**	*10:00: Reflections from yesterday*	**09:15: Ministry of Culture:** Freedom of Speech protection, EU legislation in the Swedish context and media support system, by Filippa Arvas Olson, Senior Advisor at Ministry of Culture of Sweden	**09:00: Visit to "Schibsted" media house and meeting with the largest newspaper in Sweden/Aftonbladet** Petra Wikstörm	**08:30: Part 1.** Disinformation campaigns in Sweden- overview of the recent campaigns and their significance for Sweden (domestic and abroad) by Andreas Önnerfors, Fojo Media Institute **09:25: Part 2. Agency for Psychological Defence (APD)** What is APD's role in combating disinformation, and how does APD work with the public, media, and other actors in society? By Per Enerud	**DAY OFF**	**DAY OFF**
	10:40: Coffee break	**10:15: Coffee break**	**10:30: Coffee break**	**11:00 Departure by bus to go to the lunch restaurant, near the Parliament.** *Lunch together*	**10:20: Coffee break**		
	11:00: The Swedish media sector – an overview, Anders Malmsten, journalist and media analytics with a background at Bonnier Group. (DI)	**10:45:** Tove Carlén, legal advisor **Swedish Union of Journalists** https://www.sjf.se/about-us	**11:00: Ministry of Culture, continued**		**10:50: Presentation of assignments (10 min + 10 min comments)** Group 1: Legal Framework Group 2: Self-regulatory Framework Group 3: Government, power, and regulation		
	12:00: Lunch at the hotel	**12:00: Lunch at the hotel**	**12:00: Lunch at the hotel**	**12:20 Security check to enter the Parliament. Bring your passport!**	**12:00: Lunch at the hotel**	**Individual Lunch**	**Individual Lunch**
	13:15: EU legislation and self-regulation from a publisher's perspective, Jan Fager, Jonas Morian. Swedish Publisher Association Swedish Media Publishers Association	**13:15: PUBLIC SERVICE Swedish Radio and Swedish Television** Sofia Taavitsainen (SR) and Alan Morrison (SVT)	**13:15: Swedish Agency for the Media (former MPRT)** Myndigheten för press, radio och tv - Start page (mprt.se)	**13:00: The Parliament, The Committee on the Constitution** moderated by David Isaksson, Global Reporting	**13:15: Summing up learnings and takeaways** by David Isaksson, Media Expert, Editor-in-Chief/ Global Bar Magazine **14:15: Knowledge exchange and a moderated discussion on what is needed to adapt and implement changes in accordance with EU legislation** by A. Richter and J. Barata		
	14:15: Coffee Break	**14:30: Coffee Break at**	**15:15: Coffee Break**	**14:30: Bus back to the hotel. Coffee Break.**	**15:30: Coffee Break**		
	14:45-16:15: Team Building and group discussions with Anette Novak, Media expert and publicist **16:20-17:20: The media ombudsman – how does it work in practice.** https://medieombudsmannen.se/english/ Caspar Opitz, Media Ombudsman	**15:00-16:30: PUBLIC SERVICE Swedish Radio and Swedish Television**	**15:45 – 16:45 Swedish Post & Telecom Authority PTS** on DSA implementation.	**15:30-17:00: Media, gender and self-regulation:** Workshop with Ylva Bergman	**Knowledge exchange continued ...** **16:45-17:15: Wrapping up the week, information for the weekend and the coming week**		**17:30: Departure by foot to go bowling at O'Learys**
	19:30: Departure from the hotel to go to Restaurant Aifur (Welcome Dinner)	**18:00: Departure to go to Mingling / Networking at Stora Nygatan 7. Bring your green SL card!**	*Individual dinner*	*Individual dinner*	*Individual dinner*	*Individual dinner*	**Dinner at O'Learys**

Week 2	Monday Feb 19	Tuesday Feb 20	Wednesday Feb 21	Thursday Feb 22
	Uppsala / Scandic Hotel, Uppsala	*Uppsala / Scandic Hotel, Uppsala*	*Uppsala / Scandic Hotel, Uppsala*	*CHECKING OUT*
8:30-12:00	**How to make change happen and team building by Silvia Montano**	Continued discussions and dialogue between the teams and preparations according to template.	Work in groups on change projects. Last preparations	*Travel Day*
10:30 – 11:00	**Coffee Break**	**Coffee Break**	**Coffee Break**	
11:00 - 12:30	**Introduction to stakeholder analysis and problem analysis.** by Silvia Montano	Work in groups on change projects	Work in groups on change projects. Last preparations	
12:30-13:30	Lunch	Lunch	Lunch	
13:30-15:00	**Vision Brainstorming.** *Change initiatives/groups*	Work in groups on change projects	**Presentations of tentative change initiatives**	
15:00 – 15:30	**Coffee Break**	**Coffee Break**	**Coffee Break**	
15:30 – 17:00	**Vision Brainstorming.** *Change initiatives/groups*	Work in groups on change projects	**Presentations of tentative change initiatives** **Concluding remarks / Evaluation**	
	Individual dinner	*Individual dinner*	**18:40: Departure from the hotel by foot, to go to Farwell Dinner at restaurant Peppar Peppar**	

Arrival: May 25/26

Week 1	Sunday May 26	Monday May 27	Tuesday May 28	Wednesday May 29	Thursday May 30	Friday May 31	Saturday June 1
		Brussels	*Brussels*	*Brussels*	*Brussels*	*Brussels*	*Brussels*
09:00-09:30	Recovery OPTIONAL: Experiencing Europe - Voluntary activity Rue Archimède 1, Next to Schuman Roundabout, 1000 Brussels Experience Europe exhibition centre - European Commission (europa.eu) **11:00: Meet in the lobby (hand out of allowance, etc.)**	9:00 - 9:30 Welcome & Intro to the programme for the week and practical details. **Presentation** of the status of the projects: 1. Armenia (45 min) **10:30-11:00 Coffee Break** **11:00 – 12:30** 2. Moldova (45 min) 3. Ukraine (45 min) Address: BeVenue, https://bevenue.be/fr/	*09:45: Security check* **10-12 East Stratcom Task Force, EEAS** **Foreign Interference and Information Manipulation (FIMI) activities in the 3 countries countries & Q&A** **Mircea Nanca, Ukraine & Belarus** **Ieva Baubinaite, Armenia** **Jan Latal, Moldova** **Oleh Kyriyenko, Ukraine** Address; EEAS, Rdpt Robert Schuman 9A, 1040 Bruxelles, Belgium	9:00-10:30 EDRI network (European Digital Rights) *EMFA, DSA, and (political) digital advertising, consultation methods and how they cooperate with big Tech* **Jan Penfrat** **Senior Policy Advisor** **11:00-12:30** *Caroline de Cock – Lobbying and EU integration. The cases of DSA, AVMSD, EMFA and others*. *Caroline is the author of iLobby.eu: Survival Guide to EU Lobbying, including the Use of Social Media* Address: BeVenue, https://bevenue.be/fr/	10:00-11:00 ONLY FOR REGISTERED PARTICIPANTS **Flemish Public Broadcasting Company (VRT) on fact-checking** **Chaja Libot, Design Researcher AI** **Wim Vanobberghen, Project Manager** Address: Auguste Reyerslaan 52, Brussels	*Security check at 10:00* **10:30 – 12:30 European Parliament visit** *EMFA, functioning of the EP, EP work with 3 countries, Communications.*	*DEPARTURE*
12:30-13:30	Joint Lunch (12:00)	Joint Welcome Lunch	Individual Lunch	Individual Lunch	Individual Lunch	Joint lunch	*Individual lunch*
13:30-16:00	Team Building Cat's Events / Comics Art Museum, https://www.comicscenter.net/en/home 16:30 Welcome Drink	*Bus to EDMO hubs* **15:00-17:00 Georgios Terzis, EDMO hubs and case study of EDMO hub BELUX** **European Digital Media Observatory https://edmo.eu/about-us/edmo-hubs/** project from DG-CONNECT Address :VUB - Boulevard de la Plaine, 1050 Ixelles	14:30-16:00 Muriel Hanot, Secretary General of the **Conseil de Déontologie Journalistique (CDJ)** Interest in concrete examples, how the Council created challenges. Address: Rue de la Loi, 155 /103 1040 Bruxelles J@ys room	14:30-16:00 Karim Ibourki, President of the **Conseil Supérieur de l'Audiovisuel (CSA)** and Vice-President of the **European Regulators Group for Audiovisual Media Services (ERGA)** Address: Rue Royale, 89 1000 Bruxelles	*Security check at 11:45 and 12:35* *12:00 – 13:00* DG-Near - UA Reconstruction meeting for a subgroup **ONLY FOR UKRAINIAN GROUP** *Ukraine reconstruction:* *Gabriel Blanc* *Anna Lena Opitz* *Anouchka Dybal* **13:00 – 14:30 DG-Near and DG-Connect** *DG NEAR:* *Martin Muehleck, Dimitrios Machairidis , Elisabeth Rouvier, Anouchka Dybal, Sofia Lima* DG Connect Albin Birger, Code of Practice on Disinformation Rue Joseph II, 54	13:00-14:00 Center for Democracy and Technology **David Klotsonis** **Director for Europe, Online Expression & Civic Space** **"EU legislative changes in platform regulation and the role of civil society"** Address: Rue d'Arlon, 25 1050 Bruxelles **15:00-16:30 Reflections with the PD and NFs** Address: BeVenue, https://bevenue.be/fr/	
19:00	*Individual dinner*	*Individual dinner*	*Individual dinner*	*Individual dinner*	*Individual dinner*	*Farewell dinner*	*Individual dinner*

Arrival: June 8/9

Week 1	Sunday June 9	Monday June 10	Tuesday June 11	Wednesday June 12	Thursday June 13	Friday June 14	Saturday June 15
		Brussels	*Brussels*	*Brussels*	*Brussels*	*Brussels*	*Brussels*
08:30-09:00 9:00-12:30	Recovery **Experiencing Europe** - *Voluntary activity* Rue Archimède 1, Next to Schuman Roundabout, 1000 Brussels Experience Europe exhibition centre - European Commission (europa.eu)	8:30 – 8:45 **Welcome** & **Intro** to the programme for the week and practical details. **Presentation** of the status of the projects: 1. Armenia (45 min) 2. Moldova (45 min) 3. Ukraine (45 min) **10:30-11:00 Coffee Break** **11:00 – 12:30 EDRI network,** Jan Penfrat (European Digital Rights) Address: BeVenue, https://bevenue.be/fr/	*Security check at 10:40* **11:00-13:00 East Stratcom Task Force, EEAS** **Mircea Nanca, Ukraine & Belarus** **Ieva Baubinaite, Armenia** **Jan Latal, Moldova** **Oleh Kyriyenko, Ukraine** Address; EEAS, Rdpt Robert Schuman 9A, 1040 Bruxelles, Belgium	Security check **9:00 – 10:30 European Parliament** **11:30-13:00 Caroline de Cock** – Lobbying and EU integration. The cases of DSA, AVMSD, EMFA and others. *Caroline is the author of iLobby.eu: Survival Guide to EU Lobbying, including the Use of Social Media* Address: BeVenue, https://bevenue.be/fr/	*Security check at 8:40* **09:00-10:00 DG-NEAR – Team ARMENIA** Address: Rue de la Loi 15 *Security check at 8:40* **09:00-10:00 DG-NEAR – Team UKRAINE** Address: Rue Joseph II, 54 *Security check at 9:40* **10:00-11:00 DG-NEAR – Team MOLDOVA** Address: Rue Joseph II, 54 **12:00-13:00 Center for Democracy and Technology** **David Klotsonis** **Director for Europe, Online Expression & Civic Space** **"EU legislative changes in platform regulation and the role of civil society"** Address: Rue d'Arlon, 25 1050 Bruxelles	**10:00 -11:30 EASA** - What we do	EASA – European Advertising Standards Alliance (easa-alliance.org) Presentation of EASA, with focus on the policy files and advertising self-regulation Address: Rue des Deux Eglises 26, Brussels	*DEPARTURE*
12:30-13:30	**Joint Welcome Lunch**	Individual Lunch	Individual Lunch	Joint Lunch	Joint Lunch	Individual lunch	*Individual lunch*
13:30-16:00	**Team Building** Cat's Events / Comics Art Museum, https://www.comicscenter.net/en/home **16:30 Welcome Drink**	**14:00-15:30 Karim Ibourki, President of the Conseil Supérieur de l'Audiovisuel (CSA) and Vice-President of the European Regulators Group for Audiovisual Media Services (ERGA)** Address: Rue Royale, 89 1000 Bruxelles	**14:30-16:00 Muriel Hanot, Secretary General of the Conseil de Déontologie Journalistique (CDJ)** Address: Rue de la Loi, 155 /103 1040 Bruxelles	*14:10: Bus to EDMO hubs* **15:00-17:00 Georgios Terzis, EDMO hubs and case study of EDMO hub BELUX** Address: VUB - Boulevard de la Plaine, 1050 Ixelles ***Bus back to the hotel***	**14:00-16:00 RTBF Public Service Broadcaster** **ONLY FOR REGISTERED PARTCIPANTS** - A general tour of the facility. - Presentation of "Décrypte", factchecking programme by Ambroise Carton.	Address: BeVenue, https://bevenue.be/fr/ **13:30 – 15:00 DG CONNECT** Yannic Blaschke, Code of Practice on Disinformation. **15:30-16:00 Survey** **16:00-17:00 Reflections with the PD and NFs**	
19:00	*Individual dinner*	*Individual dinner*	*Individual dinner*	*Individual dinner*	*Individual dinner*	*19:00 Farewell dinner*	*Individual dinner*

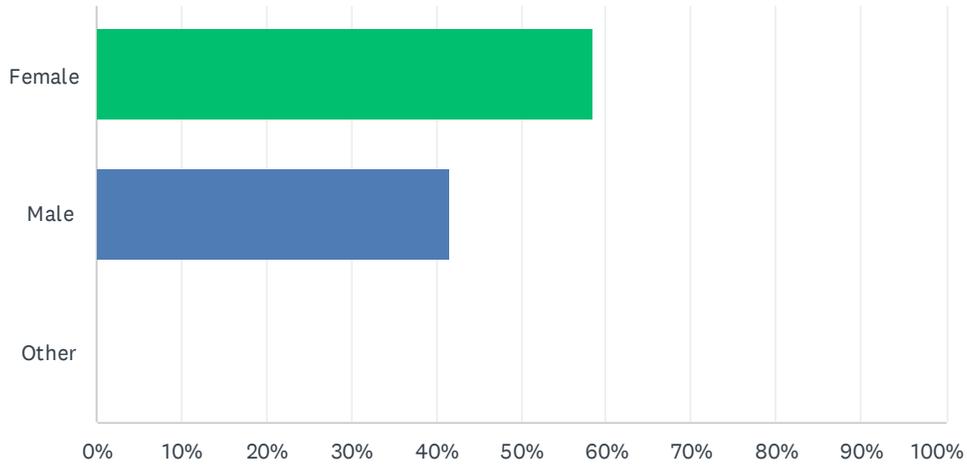# Q1 Which Country Team did you belong to?

Answered: 60   Skipped: 0
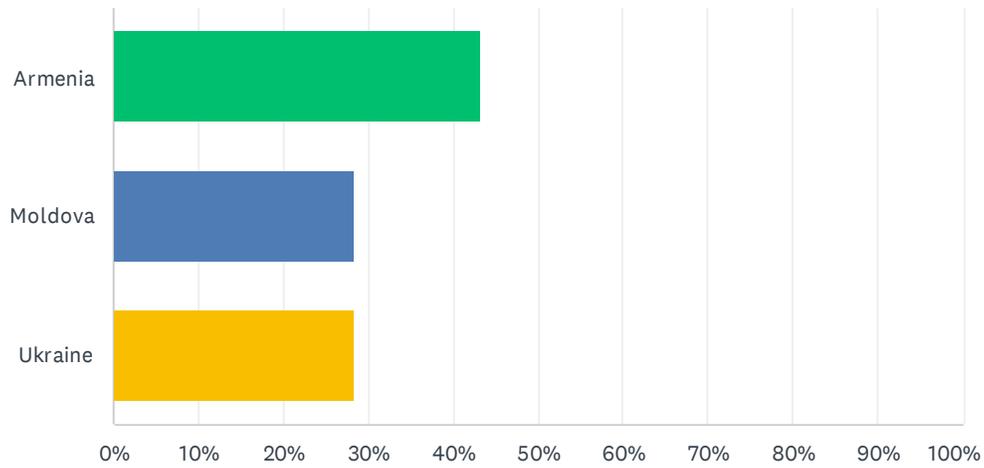
ANSWER CHOICES	RESPONSES	
Armenia	43.33%	26
Moldova	28.33%	17
Ukraine	28.33%	17
TOTAL		60

Q2 Select your gender.

Answered: 60 Skipped: 0

ANSWER CHOICES	RESPONSES	
Female	58.33%	35
Male	41.67%	25
Other	0.00%	0
TOTAL		60

End of programme survey - ITP Media AMU

Q3 How old are you?

Answered: 60   Skipped: 0
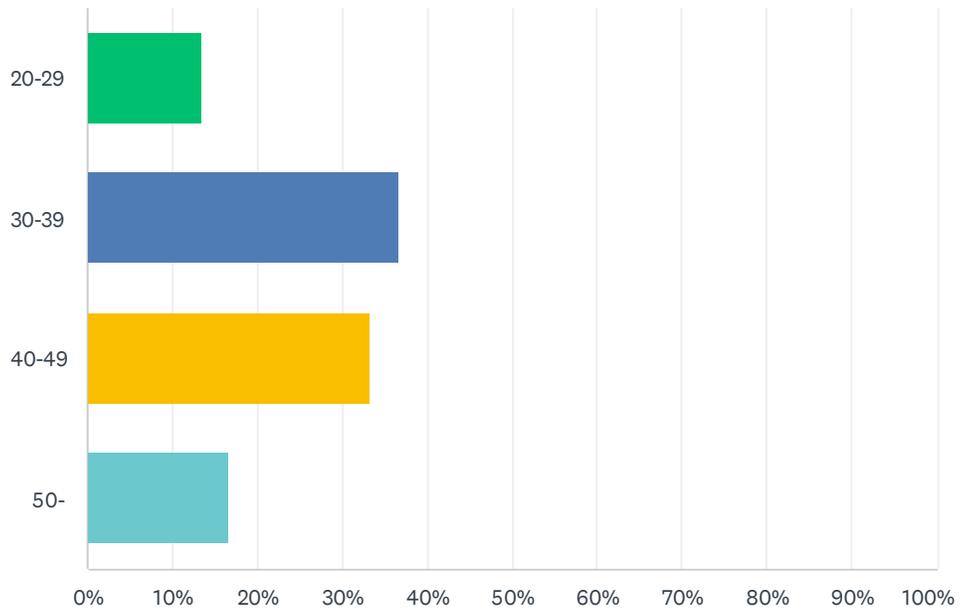
ANSWER CHOICES	RESPONSES	
20-29	13.33%	8
30-39	36.67%	22
40-49	33.33%	20
50-	16.67%	10
TOTAL		60

Q4 In what type of organisation/institution do you work?

Answered: 60   Skipped: 0
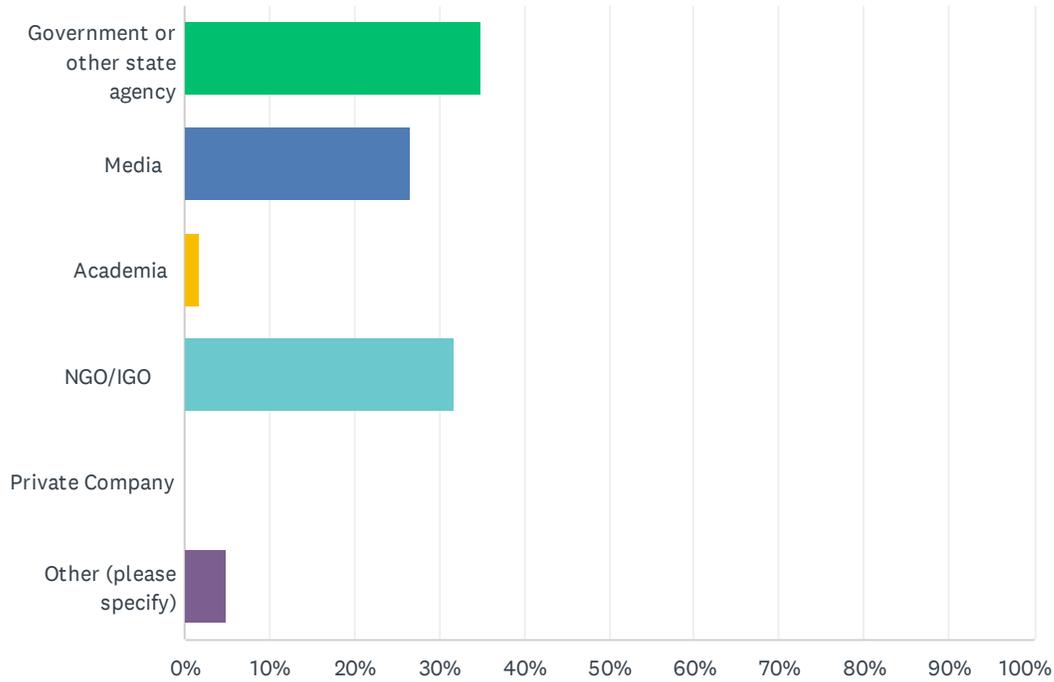
ANSWER CHOICES	RESPONSES	
Government or other state agency	35.00%	21
Media	26.67%	16
Academia	1.67%	1
NGO/IGO	31.67%	19
Private Company	0.00%	0
Other (please specify)	5.00%	3
TOTAL		60

#	OTHER (PLEASE SPECIFY)	DATE
1	Armed Forces of Ukraine	10/16/2024 2:13 PM
2	Media Founded by an NGO	10/16/2024 12:00 PM
3	Parliament	10/8/2024 11:14 AM

Q5 To what extent did the programme meet your expectations?

Answered: 60   Skipped: 0
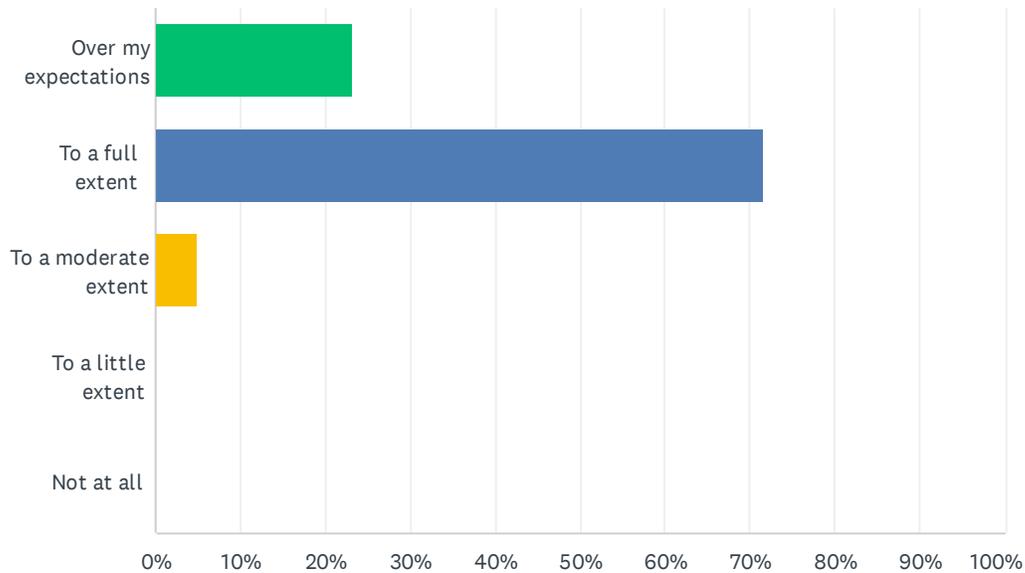
ANSWER CHOICES	RESPONSES	
Over my expectations	23.33%	14
To a full extent	71.67%	43
To a moderate extent	5.00%	3
To a little extent	0.00%	0
Not at all	0.00%	0
TOTAL		60

#	PLEASE EXPLAIN.	DATE
1	I am a journalist by profession and for me it is possible to see and learn to gain the best experience	10/18/2024 2:44 PM
2	I learned my usuful insights about how the European media legislation works and how self-regulatory bodies work in different European countries.	10/18/2024 1:33 PM
3	Many interesting meetings and discussions, new ideas and people, which are the most important to me for my future career	10/17/2024 9:11 AM
4	The program was extremely full of very important knowledge, experiences and meetings that completely changed my perception of the industry.	10/16/2024 10:56 PM
5	The program contained some overlaps and did not always meet the regulator's mandate, but it was still interesting and useful. Networking is an important component.	10/16/2024 8:23 PM
6	the program was one the best media program, very comprehensive and well organised, and high-level	10/16/2024 3:12 PM
7	In addition to the expected acquired knowledge on EU legislation in the media sphere, the exchange of personal experiences of the participating countries and speakers was added.	10/16/2024 2:13 PM

8	My expectations about the program were that I wanted to get maximum information and knowledge about the activities of media and journalists, about the regulation and peculiarities of the media market in the EU countries. I wanted to understand at what stage Ukraine is now and what needs to be done to improve the situation in the media market. Thanks to the program, I was able to gain such knowledge and formulate my own vision for improving the situation in Ukraine.	10/16/2024 12:52 PM
9	First of all, the diversity of colleagues who participated in the program. Likewise, the logistics organization, the program and the invited experts were beyond expectations.	10/16/2024 12:00 PM
10	The programme met my expectations to a moderate extent, the activities were interesting, appropriate, with very valuable experts.	10/11/2024 9:03 AM
11	The result of the acquired knowledge was implemented during the training itself.	10/10/2024 11:56 PM
12	Overall, all the expectations I had from this program were fulfilled.	10/10/2024 6:08 PM
13	Interesting and appropriate content; comprehensive presentation of international experiences and EU regulatory docs; interaction with participants.	10/7/2024 10:28 AM
14	The program completely met my expectations and provided a rich and fulfilling experience. I had the invaluable opportunity to get acquainted with the concept and practice of self-regulation, which has broadened my understanding of the topic. One of the most rewarding aspects of the program was the networking opportunities. This experience has enriched me on both a personal and professional level.	10/4/2024 2:58 PM
15	I expected that participants from such diverse fields as media, NGOs and government agencies would be able to interact more with each other on issues of media independence, media market and self-regulation. These expectations were fully met.	10/4/2024 2:15 PM
16	Well-structered and well-balanced training program. Substantial focus was done on new trends (DSA, EMFA). Study trips (especially to Sweden) allowed me to raise awareness in disinformation campaign and hate speech challenges. Perfect selection of mentors and meticuluos organisation of activities.	10/3/2024 11:08 AM

Q6 To what extent have you increased your understanding of media self-regulation as a method to increase media freedom, after having completed the ITP programme?

Answered: 60   Skipped: 0
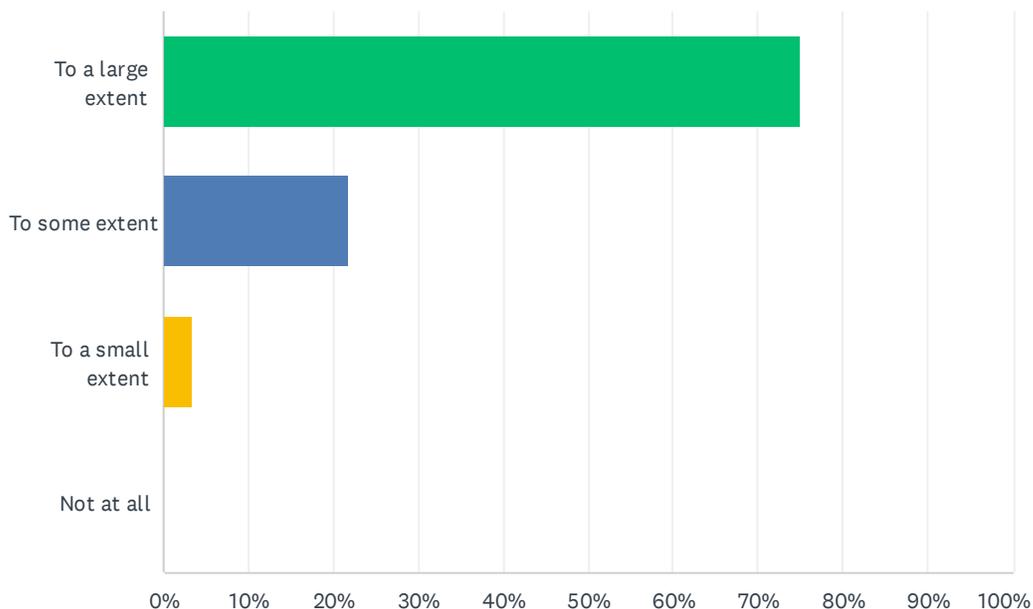
ANSWER CHOICES	RESPONSES	
To a large extent	75.00%	45
To some extent	21.67%	13
To a small extent	3.33%	2
Not at all	0.00%	0
TOTAL		60

| #	PLEASE DESCRIBE.	DATE
1	I learned many new information on how self-regulation works.	10/18/2024 1:33 PM
2	Yes, without it, we can lose our self freedom	10/17/2024 9:11 AM
3	Before the program, I had a good understanding of what self-regulation is. However, the program provided additional examples and knowledge through detailed familiarization with specific examples from different countries.	10/16/2024 8:23 PM
4	based on the findings we aimed at convince Press Council to register	10/16/2024 3:12 PM
5	To the degree of understanding the lack of alternatives to such an approach. If the media sphere does not regulate itself, the state will regulate it.	10/16/2024 2:13 PM
6	The Swedish experience of media self-regulation has shaped my understanding of its high efficiency.	10/16/2024 12:52 PM
7	After this programme, the self-regulation idea for me obtained another, more complex	10/11/2024 9:03 AM

	understanding. This is all about education of consumers to react when media/journalists do not respect the Ethical Code.	
8	After completing the ITP programme, I gained a much clearer understanding of media self-regulation as a way to increase media freedom. The programme provided practical examples and discussions on how self-regulation helps media remain independent while ensuring accountability through ethical standards.	10/10/2024 6:08 PM
9	We learned many practical aspects of implementation of EU media regulation acts which was very relevant in light of recent fulfillment of point 6 on requirements for candidacy for membership of Ukraine in EU	10/8/2024 11:14 AM
10	The program provided a comprehensive overview of how self-regulation can create a more independent and responsible media environment by reducing external pressures and government interference.	10/4/2024 2:58 PM
11	Prior to participating in the programme, I was involved in the work of a self-regulatory organisation in Ukraine and had many arguments in favour of self-regulation. Participation in the programme strengthened my beliefs and provided new examples of how self-regulation works and how adherence to professional standards contributes to the development of democracy and freedom of speech.	10/4/2024 2:15 PM
12	After this program, I changed my mind concerning self-regulation. As for me it is a crucial component of strenthening journalistic standards and media development as a whole.	10/3/2024 11:08 AM

Q7 What is your opinion towards media self-regulation as a method to increase media freedom?

Answered: 60   Skipped: 0
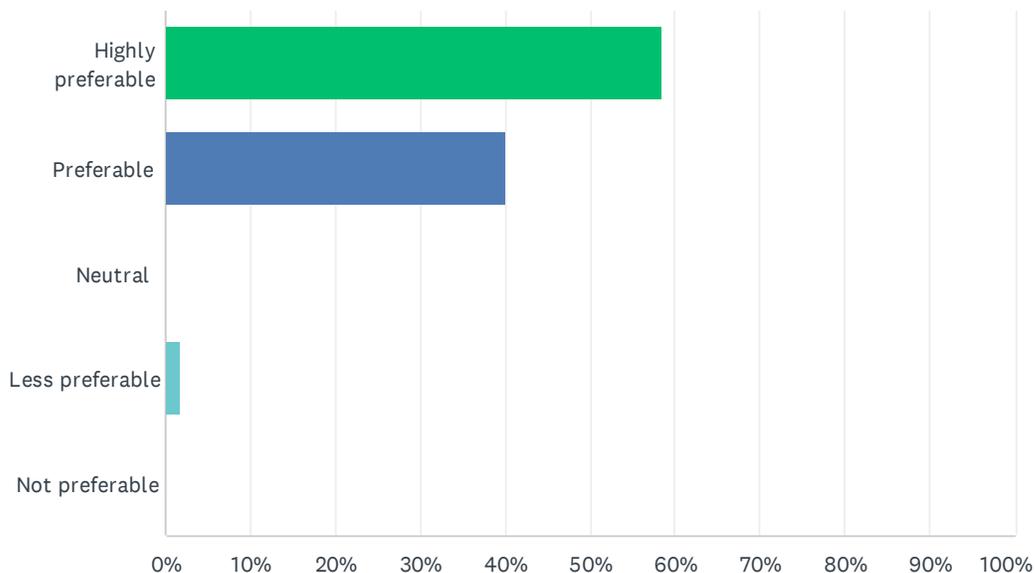
ANSWER CHOICES	RESPONSES	
Highly preferable	58.33%	35
Preferable	40.00%	24
Neutral	0.00%	0
Less preferable	1.67%	1
Not preferable	0.00%	0
TOTAL		60

#	PLEASE ELABORATE.	DATE
1	I am not sure that self-regulation is decisive for the independent media. But it definitely has one of the key roles when it comes to protecting professional standards.	10/20/2024 11:22 PM
2	It is more sustainable on the long run. The self- regulation should come from the interior of the media sector and not to provide to the government.	10/18/2024 1:33 PM
3	Yes, it is	10/17/2024 9:11 AM
4	We discussed self-regulation as an important milestone on the path to media freedom with the professionals of my country. We have specific problems, the solution of which we were looking for within the framework of ITP experience. I can say that thanks to the program, a very important communication took place within us, which is another step towards overcoming the main obstacles to media freedom in my country.	10/16/2024 10:56 PM
5	This is a very important mechanism, but it is very difficult to build.	10/16/2024 8:23 PM
6	Self-regulation is one of the main conditions for maintaining the existence of independent media as a basic institution of democracy.	10/16/2024 2:13 PM

7	Effective self-regulation is a good tool for the development of media freedom, raising standards and non-interference of the state in the work of the media	10/16/2024 12:52 PM
8	The media and journalists have the right to publish any content till this content do not harm.	10/11/2024 9:03 AM
9	Media self-regulation can improve media freedom by letting journalists set their own rules without government control. It works best when there are clear ethical guidelines and a focus on responsible reporting.	10/10/2024 6:08 PM
10	After many meetings with representatives of different types of media self-regulation bodies my understanding of the whole concept became deeper. It allows me and other participants to be more creative in working of Ukrainian model of media self-regulation that should be based on best practices of developed MSR bodies of Sweden and Belgium. In addition, we should also take into account the experience of mistakes too to ensure workability and smooth functioning of the future UA MSR organization	10/8/2024 11:14 AM
11	I believe media self-regulation is a highly effective method to increase media freedom, provided it is properly structured and implemented. However, the success of media self-regulation depends on its genuine independence, the willingness of media outlets to adhere to ethical codes, and the trust of the public in self-regulatory bodies.	10/4/2024 2:58 PM
12	Self-regulation is aimed at solving problems, not at punishing journalists. Therefore, such a system makes the media environment healthier and stronger.	10/4/2024 2:15 PM
13	Yes, media pluralism and self-regulation are interrelated things.	10/3/2024 11:08 AM

Q8 Did you include any gender equality and/or social inclusion aspects in the development of your change initiatives?

Answered: 60   Skipped: 0
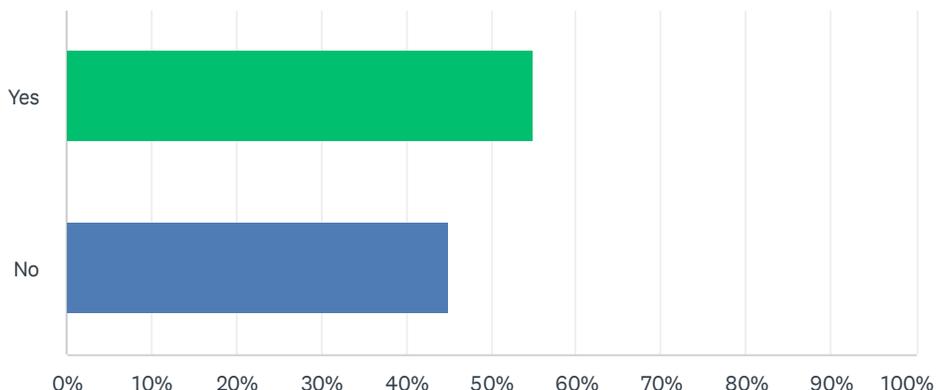
ANSWER CHOICES	RESPONSES	
Yes	55.00%	33
No	45.00%	27
TOTAL		60

#	PLEASE DESCRIBE.	DATE
1	The project covers all market participants, regardless of their gender.	10/20/2024 11:22 PM
2	No, as it was not bad before)	10/17/2024 9:11 AM
3	The initiative project includes gender equality as a mandatory element of any changes in the media sphere. In more detail, the problems and methods of solving them are described in the project itself.	10/16/2024 2:13 PM
4	Our change initianive refers to the amendment of the law with reference to media transparency	10/16/2024 12:00 PM
5	We did not focus on these issues, our main focus was on free access to information for journalists and how public authorities apply the new access to information law in practice.	10/10/2024 6:08 PM
6	We took into account gender aspects, in particular in light of war challenges	10/8/2024 11:14 AM
7	While working on the project, we talked about gender-sensitive war coverage, the impact of the war on the gender composition of Ukrainian media teams, women's leadership in journalism during the war, and the staffing crisis.	10/4/2024 2:15 PM

Q9 To what extent did the ITP programme serve as a platform for dialogue between your organisation and other key stakeholders, for discussion about media regulation and self-regulation?

Answered: 60   Skipped: 0
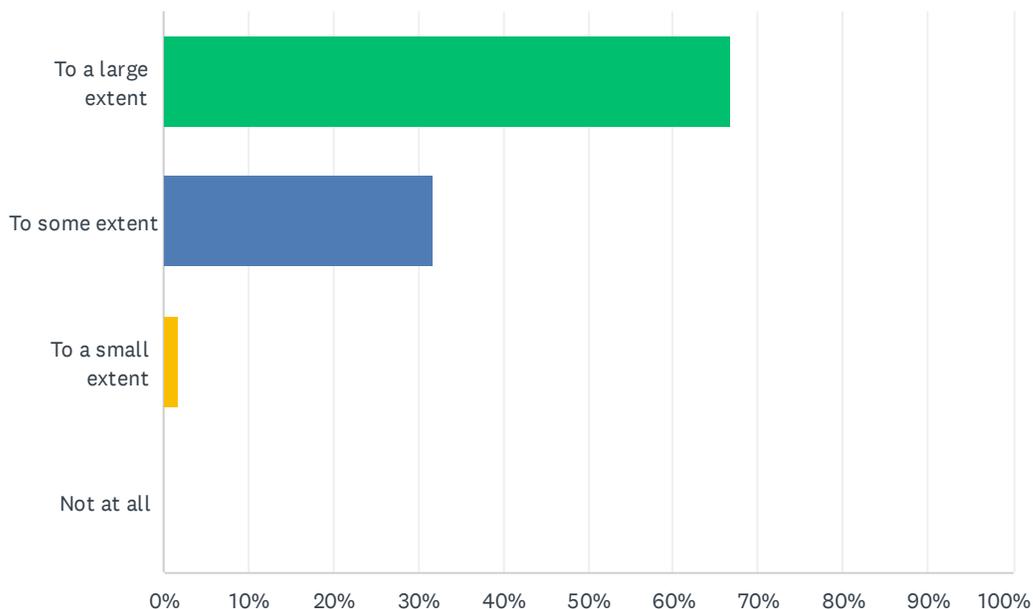
ANSWER CHOICES	RESPONSES	
To a large extent	66.67%	40
To some extent	31.67%	19
To a small extent	1.67%	1
Not at all	0.00%	0
TOTAL		60

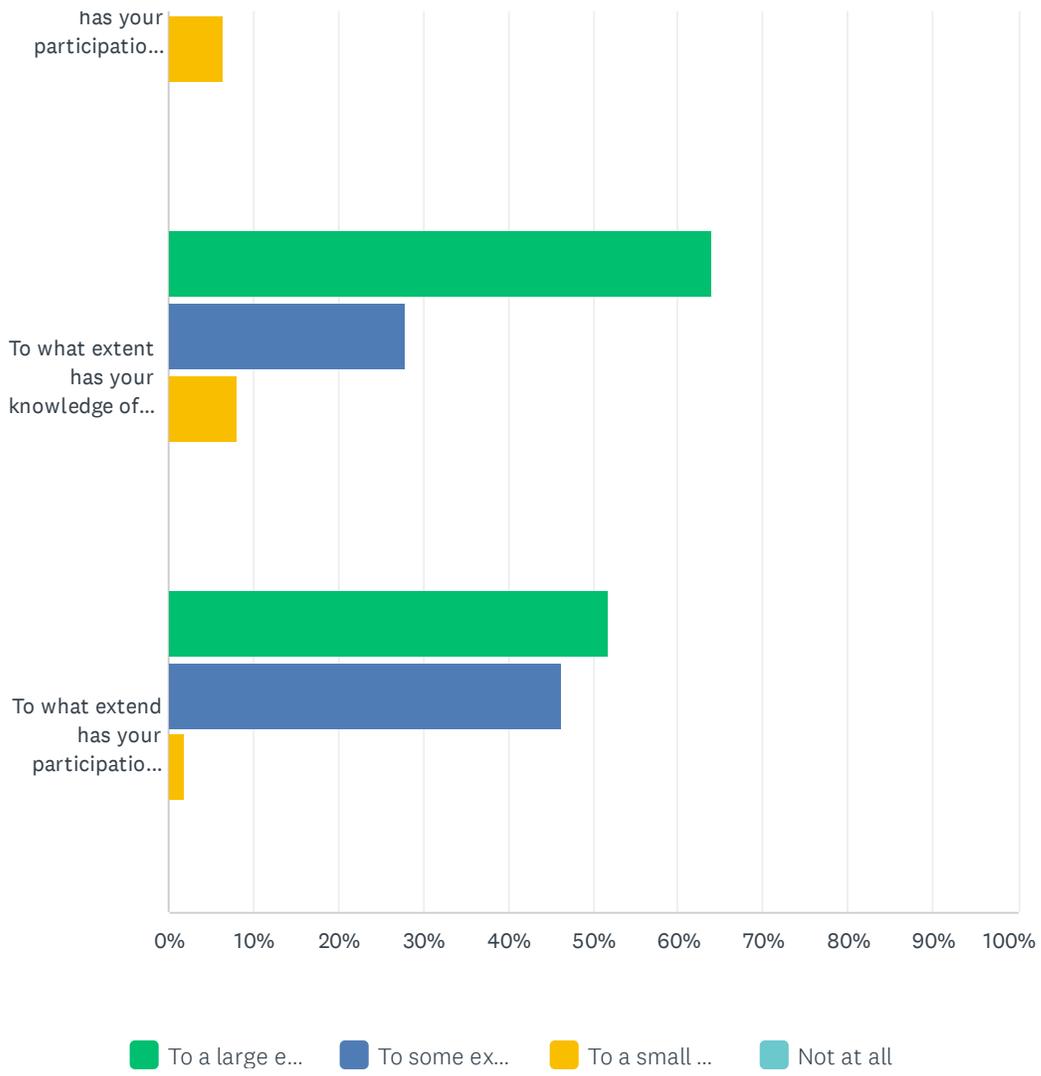| #	PLEASE ELABORATE.	DATE
1	We have discussed the role of self-regulation with various participants in the process, who have opposing views on self-regulation. This contributed to finding a consensus and understanding the needs of stakeholders	10/20/2024 11:22 PM
2	We formed a group and had different talks with the stakeholders. Our group included a variety of people working in different key-areas.	10/18/2024 1:33 PM
3	This platform helps to create and discover many new approaches for different topics, give me new insights and ideas	10/17/2024 9:11 AM
4	Throughout the project, we had very intensive dialogues with other partners and stakeholders on media regulation and self-regulation. It would be a pity if we could not maintain the intensity of contacts after the end of the program.	10/16/2024 10:56 PM
5	All sectors were represented in the group, so there were many formal and informal conversations between everyone during the program.	10/16/2024 8:23 PM

6	we are working together with all stakeholders, such as Parliament and Ministry of Culture, including Audiovisual Council	10/16/2024 3:12 PM
7	Thanks to networking on the basis of ITP, the development of such dialogues and effective influences is still ahead.	10/16/2024 2:13 PM
8	Many international and national experts we met have experience in the field of self-regulation, that is why meeting them was very important stage of this programme, to find out how they deal with media regulation in other countries.	10/11/2024 9:03 AM
9	Thanks to the program, we now operate as a community of like-minded individuals.	10/10/2024 11:56 PM
10	The ITP programme helped our organization connect with key stakeholders and start important discussions about media regulation and self-regulation, creating a space for open dialogue.	10/10/2024 6:08 PM
11	ITP program advanced the networking among different stakeholders that work in media ecosystem. It helped to make the process of launching projects more inclusive and allowed to involved wider range of relevant participants to public events connected with media self-regulation	10/8/2024 11:14 AM
12	Cooperation and communication with various stakeholders improved. Meetings and discussions, formal and informal.	10/7/2024 10:28 AM
13	As a journalist, I organized several discussions related to these issues, and the knowledge I gained from the program played a crucial role in shaping these conversations. The insights I acquired helped me approach the topic from different angles, making the discussions not only informative but also engaging for participants.	10/4/2024 2:58 PM

Q10 Please assess your competence development as a result of your participation in the ITP programme, within the following fields:

Answered: 60   Skipped: 0

# End of programme survey - ITP Media AMU

Chart categories (y-axis):
- has your participatio...
- To what extent has your knowledge of...
- To what extend has your participatio...

Legend:
- To a large e...
- To some ex...
- To a small ...
- Not at all

X-axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
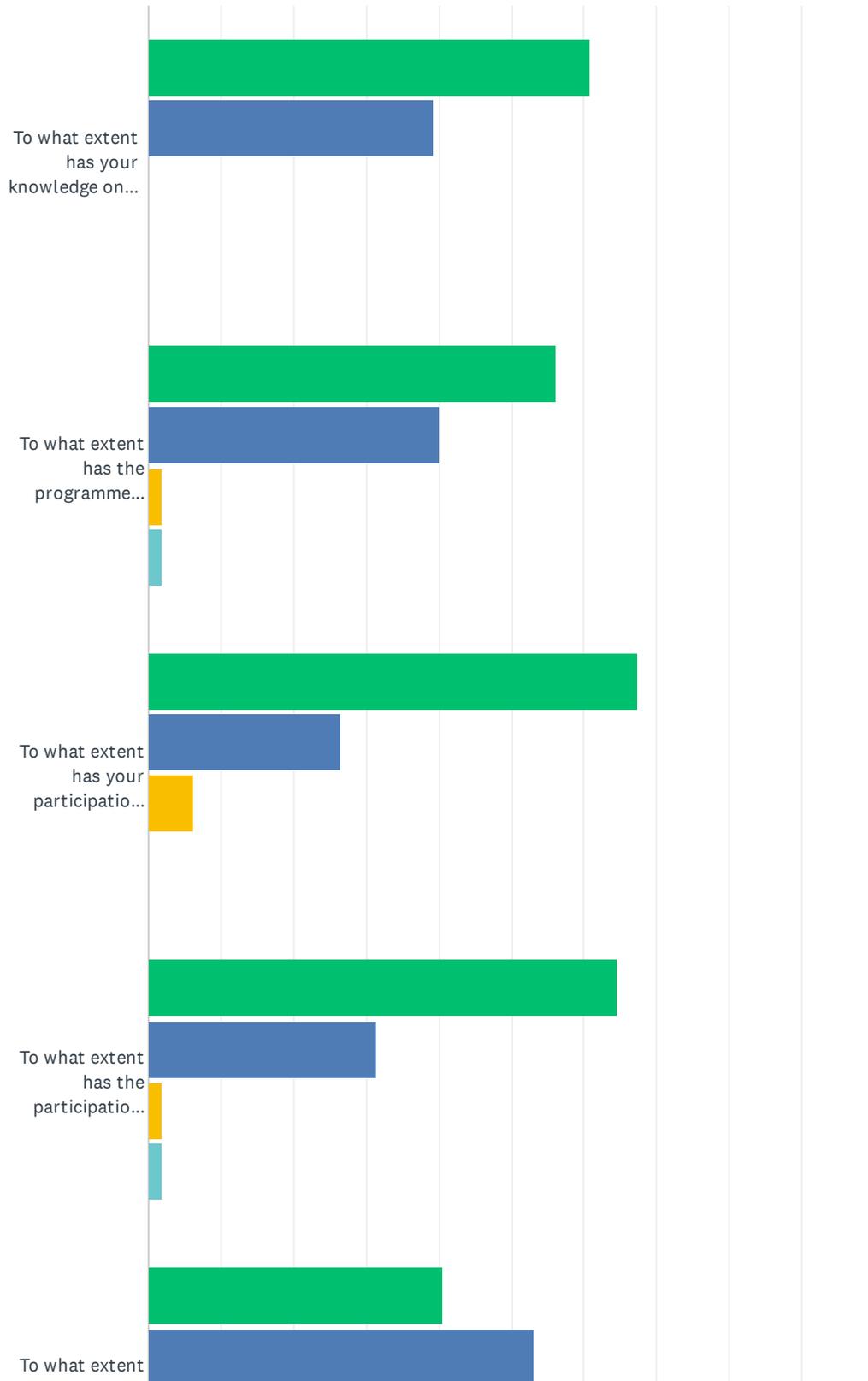
End of programme survey - ITP Media AMU

	TO A LARGE EXTENT	TO SOME EXTENT	TO A SMALL EXTENT	NOT AT ALL	TOTAL
To what extent has your knowledge on EU legislation (DSA; DMA; AVMS; EMFA etc) increased?	60.78% 31	39.22% 20	0.00% 0	0.00% 0	51
To what extent has the programme increased your understanding of what your country needs to do to live up the EU standards within the field of regulation of media?	56.00% 28	40.00% 20	2.00% 1	2.00% 1	50
To what extent has your participation in the programme deepened your understanding of the intersection between media, freedom of expression, human rights including gender equality, and democracy?	67.35% 33	26.53% 13	6.12% 3	0.00% 0	49
To what extent has the participation in the programme increased your NATIONAL network as support for effective work with regulatory and self-regulatory framework?	64.71% 33	31.37% 16	1.96% 1	1.96% 1	51
To what extent has your participation in the programme increased your INTERNATIONAL network as support for effective work with regulatory and self-regulatory framework?	40.43% 19	53.19% 25	6.38% 3	0.00% 0	47
To what extent has your knowledge of self-regulation as method to protect freedom of expression increased thanks to the programme?	64.00% 32	28.00% 14	8.00% 4	0.00% 0	50
To what extend has your participation increased your knowledge and skills of making use of methods and tools for designing and implementing change projects?	51.85% 28	46.30% 25	1.85% 1	0.00% 0	54

#	PLEASE PROVIDE EXAMPLES.	DATE
1	For example, when we were discussing any case we were talking about how we are doing it in our country and how it would work in different countries as well. We compared the situation in each case and this was the result we had different opinions about the same scenario.	10/17/2024 9:11 AM
2	Thanks	10/12/2024 4:16 PM
3	I can honestly say that before participating in the ITP program, I had no idea what DSA, DMA, EMFA, etc. meant. Thanks to the program, I got familiar with these acts and even shared the knowledge I gained with the team of the media institution where I work. I also now know a lot more people at national and international level who will be able to help me with any questions I have about regulation and self-regulation.	10/10/2024 6:08 PM
4	On parliamentary track I used obtained knowledge during the drafting amendments to Law on media and Law on advertising. I also promoted the using of concept of media self regulation during the drafting PACE Motion for a resolution	10/8/2024 11:14 AM
5	The examples of self-regulatory systems and government support for the media in Sweden and Belgium were very useful in understanding how to build a sustainable media ecosystem.	10/4/2024 2:15 PM
6	Unfortunately, this table works incorrectly, when checking the answer, the other answers disappeared.	10/3/2024 11:06 AM
7	My participation in the ITP has significantly enhanced my knowledge and skills in designing and implementing change projects. I gained a deeper understanding of strategic planning, stakeholder engagement, and the use of various tools to assess and address challenges in media self-regulation. The program provided practical methods for project management, such as setting measurable goals, monitoring progress, and adapting strategies based on feedback. These skills have not only strengthened my ability to structure and execute change initiatives but also enabled me to approach complex issues in a more systematic and results-oriented manner.	10/3/2024 10:03 AM

Q11 To what extent do you use what you learned during the ITP Programme?

Answered: 60   Skipped: 0

To a large e...   **To some ex...**   **To a small ...**   **Not at all**
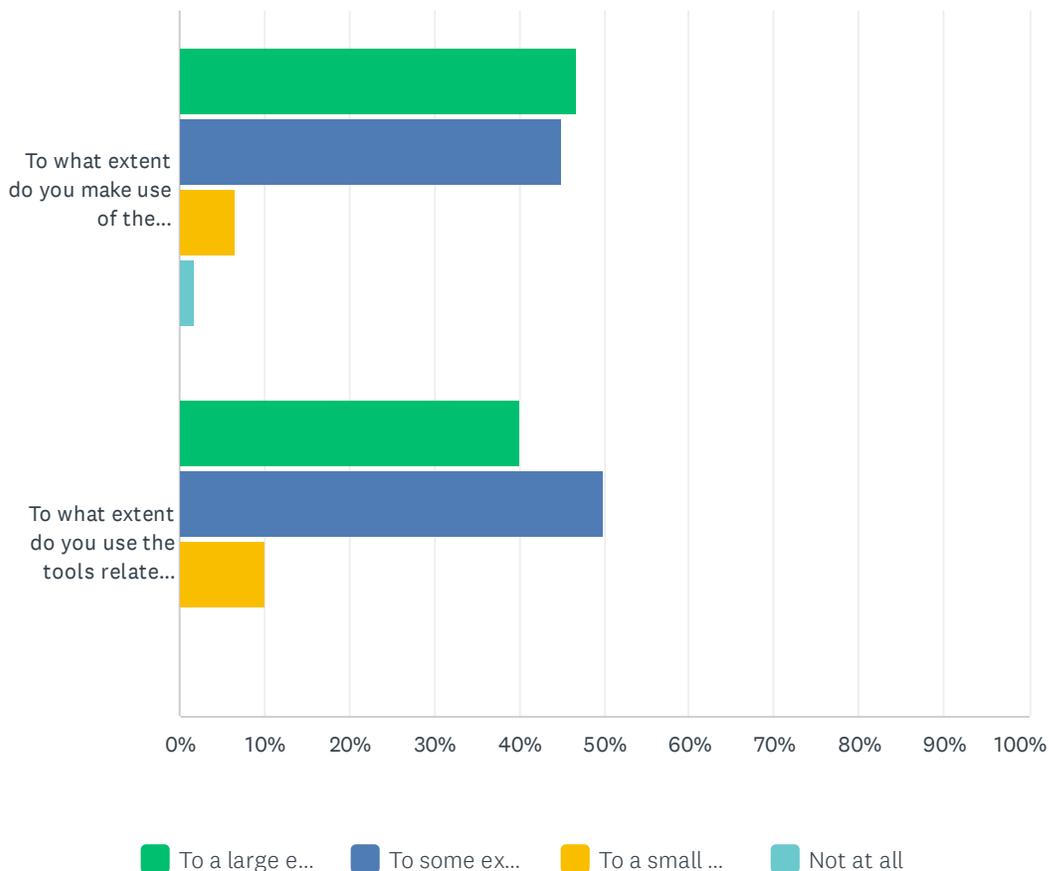
	TO A LARGE EXTENT	TO SOME EXTENT	TO A SMALL EXTENT	NOT AT ALL	TOTAL
To what extent do you make use of the knowledge on EU legislation (DSA; DMA; AVMS; EMFA etc) that you have gained from the programme?	46.67% 28	45.00% 27	6.67% 4	1.67% 1	60
To what extent do you use the tools related to the change project initiative?	40.00% 24	50.00% 30	10.00% 6	0.00% 0	60

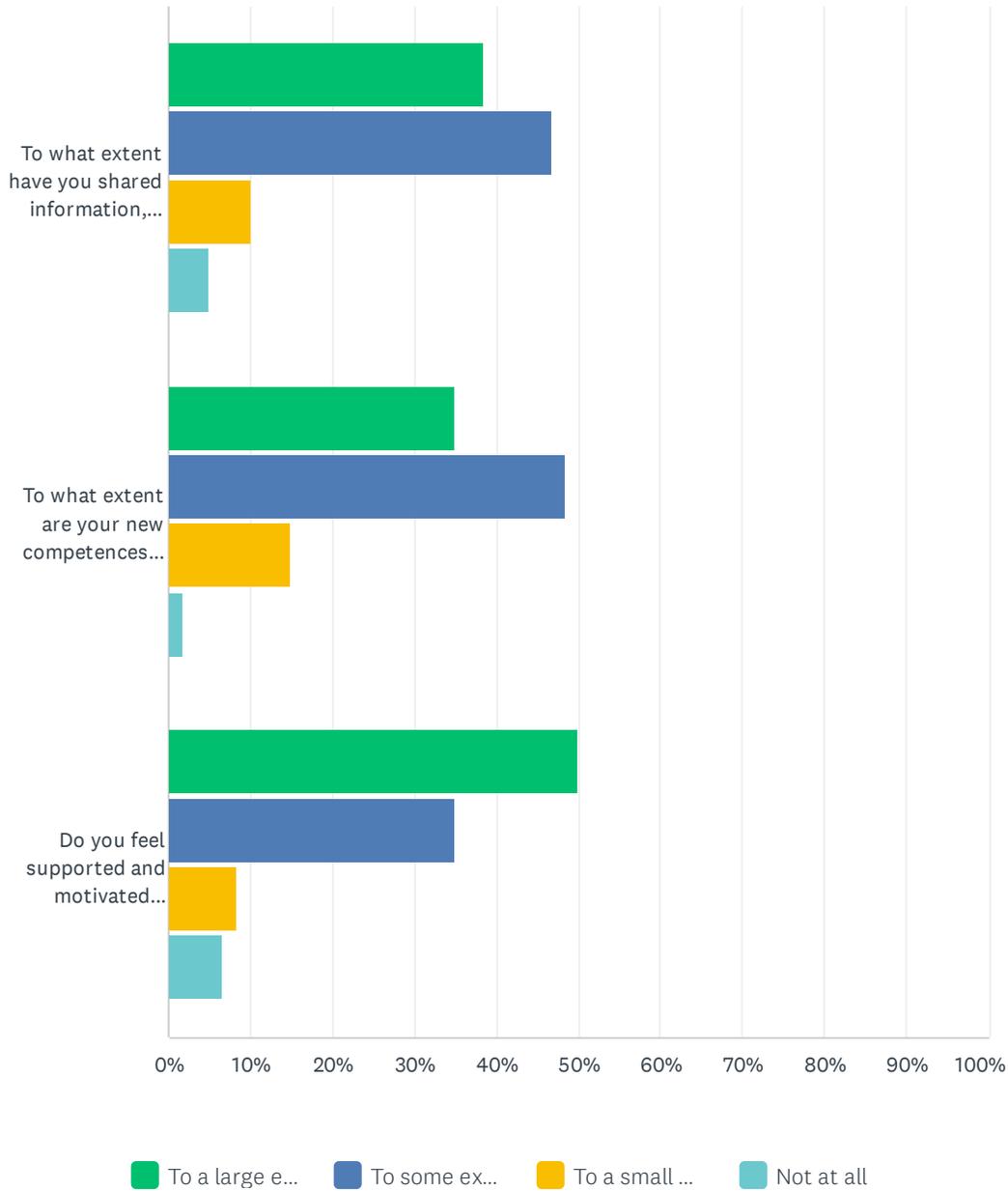| #	PLEASE PROVIDE EXAMPLES.	DATE
1	For example if you have a problem finding an appropriate solution for your problem, then you should look at the following steps and make sure that your solution is right enough for your problem and that not only does yourself but also for others as well, because you can always make a mistake or make another decision, which will lead you nowhere.	10/17/2024 9:11 AM
2	After completing my military service, I intend to return to the media, in particular to the position of head of the Public Broadcasting Standards Department. In this position, the knowledge gained on EU legislation will come in handy, and then I will be able to apply them to their full extent.	10/16/2024 2:13 PM
3	Regarding the DSA, DMA, EMFA, etc., I can't say that I have used the knowledge I gained at	10/10/2024 6:08 PM

	work, but it has served me well in another program where several Moldovan journalists are being trained in the EU accession processes. What is related to our project that we have been working on: we are going to use the data gathered to develop more media materials to empower public institutions.	
4	The experience of the change project helped in the strategic session that our organisation held this year. It helped us to move away from the goal and consistently work out all the obstacles that prevent it	10/4/2024 2:15 PM
5	I publish scientific articles on this topic	10/3/2024 11:36 AM
6	The extent is small because as a journalist-practitioner I don't deal with media-management much	10/3/2024 11:05 AM
7	via drafting legislation	10/3/2024 10:33 AM
8	I shared the information and knowledge with my colleagues in the newsroom and we will take this into consideration when making decision about what mechanism of self-regulation will be most relevant for our media outlet.	10/3/2024 10:07 AM
9	My participation in the programme has greatly enhanced my understanding of EU legislation, including the Digital Services Act (DSA), Digital Markets Act (DMA), Audiovisual Media Services Directive (AVMS), and European Media Freedom Act (EMFA). I actively apply this knowledge in my work by ensuring compliance with relevant regulations and integrating best practices into our media policies. Additionally, I utilize insights from these legislations to inform discussions with colleagues and stakeholders about the implications of EU laws on our operations. This understanding has also proven valuable in advocating for media self-regulation and promoting a responsible media environment in line with EU standards.	10/3/2024 10:03 AM

Q12 To what extent has ITP led to changes in the organisation where you work?

Answered: 60   Skipped: 0

Legend: To a large e...   To some ex...   To a small ...   Not at all

	TO A LARGE EXTENT	TO SOME EXTENT	TO A SMALL EXTENT	NOT AT ALL	TOTAL
To what extent have you shared information, practice and/or experiences from your ITP participation with the following: management of your organization, colleagues in your organization, local partners and networks. Please specify in the comment below.	38.33% 23	46.67% 28	10.00% 6	5.00% 3	60
To what extent are your new competences beneficial for your organisation?	35.00% 21	48.33% 29	15.00% 9	1.67% 1	60
Do you feel supported and motivated within your organization to use the knowledge/skills you've aquired?	50.00% 30	35.00% 21	8.33% 5	6.67% 4	60

#	PLEASE PROVIDE EXAMPLES	DATE
1	I am motivated and ready to go and do some changes in my career and through this to make sure that I'm able to continue my work as well and professionally as I am doing	10/17/2024 9:11 AM
2	I shared the knowledge and experience gained within the framework of ITP not only with my colleagues within my organization, but I had several different opportunities to tell about this initiative at various forums, conferences and meetings dedicated to media issues. In order to bring the ideas of Change projects to a wider audience, I talked about them during various programs, the most interesting formats that I got to know within the framework of the program, I attended the courses with the offer to localize them in our country.	10/16/2024 10:56 PM
3	I provided all the information and verbal explanations to my colleagues - members of the media regulator.	10/16/2024 8:23 PM
4	I shared all my knowledge with other programs in the region, such as Armenia	10/16/2024 3:12 PM
5	Public Broadcasting of Ukraine (the organization that sent me to study) and the Armed Forces of Ukraine (that allowed me to devote time to study) received my reports on the progress and completion of studies; I will be able to fully implement my knowledge in practice only after completing my military service.	10/16/2024 2:13 PM
6	While participating in the program, I conducted trainings for journalists and media, where I talked about the Swedish experience of self-regulation and other aspects of media work.	10/16/2024 12:52 PM
7	An important aspect, following the project, we gave to the internal serf regulation process.	10/16/2024 12:00 PM
8	I told my colleagues in the organization where I work about the ITP program that I took part in and, in my view, about the most important aspects. For example, when we were in Sweden, we learned about how the local media works, what issues they are driven by, how the mechanism for citizens to complain to the ombudsman if they feel harmed by certain material in the press works. Also about the advertising market and how the state subsidy mechanism for the press works. I believe that these practices that I have learned will be useful for us to develop a much more resilient press in our country. I'm glad that the organization where I work encourages us to participate in such programs and gain new knowledge that we can eventually share with our colleagues.	10/10/2024 6:08 PM
9	More openness of the organization towards cooperation with various stakeholders.	10/7/2024 10:28 AM
10	Thanks to the ITP project, I took part in events organised by my colleagues from other organisations, which broadened my understanding of media issues. Collaboration with the members of our group helped us to advocate for the restoration of Ukrainian media more widely. In a very short time, we managed to collect more than 160 signatures.	10/4/2024 2:15 PM
11	Yes	10/3/2024 11:36 AM
12	Knowledge obtained from the ITP impacted on the legislative initiatives, and yes, I really supported within our organization in usage of obtained skills and knowledge	10/3/2024 11:06 AM
13	yes	10/3/2024 10:33 AM
14	I have actively shared information, practices, and experiences from my ITP participation with various stakeholders. With the management of my organization, I provided detailed insights on media self-regulation and its importance for maintaining credibility. I also organized internal	10/3/2024 10:03 AM

discussions with colleagues to share best practices and strategies for ethical journalism and self-regulation.

Q13 Reflecting on the entire ITP experience, were you in need of any additional support to help you use what you have learned?

Answered: 60   Skipped: 0
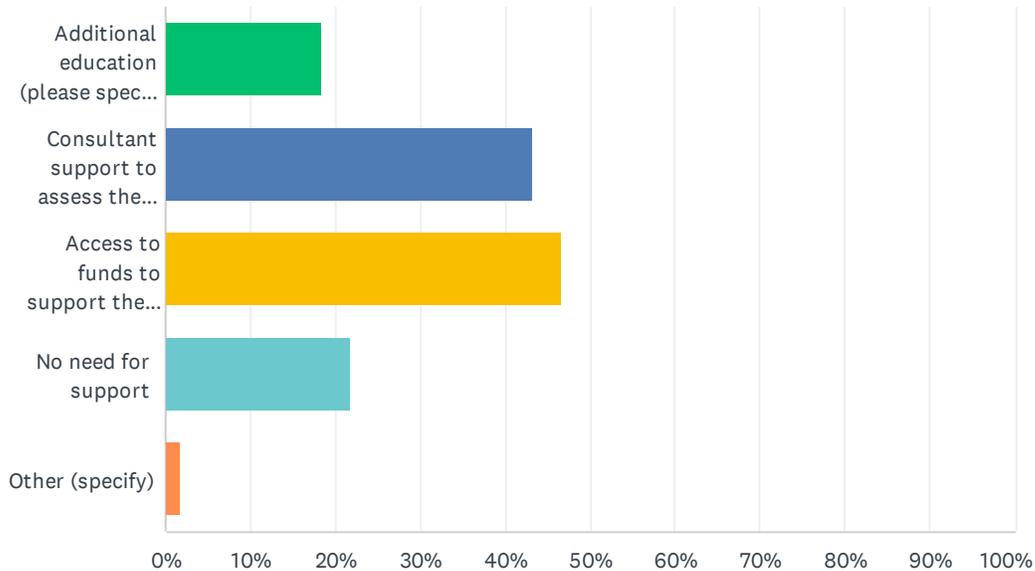
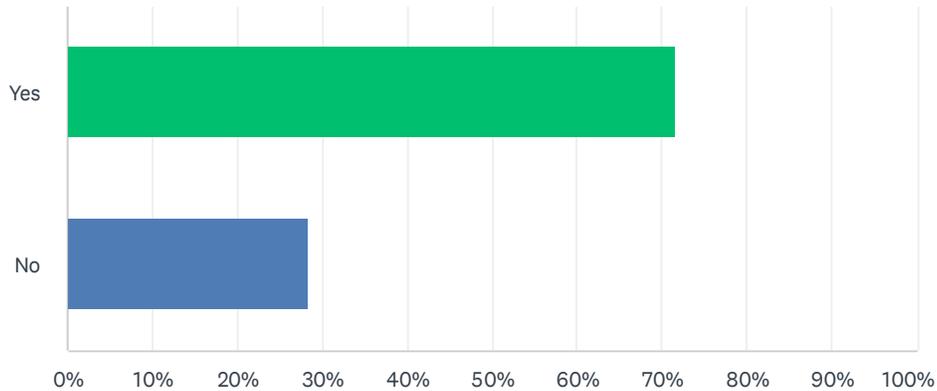| ANSWER CHOICES	RESPONSES	
Additional education (please specify what exactly in the comment below)	18.33%	11
Consultant support to assess the opportunities for introducing changes based on the training	43.33%	26
Access to funds to support the activities related to training topic	46.67%	28
No need for support	21.67%	13
Other (specify)	1.67%	1
Total Respondents: 60		

#	PLEASE DESCRIBE.	DATE
1	If there is any chance that can help me to get more information about the project topics please let me know. I will be very grateful	10/17/2024 9:11 AM
2	To be honest, after the first stage of the project, I needed such support, especially in the sense of fully understanding the essence of legislative documents, which was supplemented in the next stages of the project by our local specialists, who quite successfully interpreted the acts and their reaction in our country. Although the acts are not mandatory for our country, we are trying to find interesting forms of localization with the help of the professional community.	10/16/2024 10:56 PM
3	Given that I am now a member of the national council, I understand that our options are limited. It will be surprising if the regulator will actively build self-regulation, we can only contribute to these processes, which should be initiated by the media and journalists.	10/16/2024 8:23 PM
4	More examples regarding the best EU practices	10/16/2024 2:36 PM
5	I fully assume that next year the Public Broadcaster of Ukraine will need legal consultations with ITP specialists regarding the implementation of EU legislation in the practical work of PBU	10/16/2024 2:13 PM

6	One idea would be education in the field of broadcast production, etc.	10/16/2024 12:00 PM
7	ITP alumni generated 4 ideas, including 2 ideas related to media restoration and the introduction of an institutional support system. I would like to continue working on this together with my project colleagues. This requires knowledge of similar systems or media support funds in other countries, as well as expert support for the development of documents.	10/4/2024 2:15 PM
8	That's all	10/3/2024 11:36 AM
9	Audiovisual media regulation in practice of the different jurisdiction (internet regulation, inter alia TV-like, examples of regulation of the network operators)	10/3/2024 11:06 AM

Q14 Do you consider that the ITP Programme has contributed to any concrete change in your organisation?

Answered: 60   Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	71.67%	43
No	28.33%	17
TOTAL		60

#	IF YES, PLEASE PROVIDE EXAMPLES OF HOW.	DATE
1	I am more skilfull and more knowledgeable regarding the media sector and how it works.	10/18/2024 1:33 PM
2	Not yet	10/17/2024 9:11 AM
3	I work in the state regulator. however, a better understanding by the staff and members of the regulator of the specifics of self, common and regulation is also important.	10/16/2024 8:23 PM
4	i applied my knowledge in the oversight mechanisms acitivites under the media law program	10/16/2024 3:12 PM
5	Three people from the Audiovisual Council of the Republic of Moldova, including the Head of my organization, have participated in 2024 at the ITP Programme, including. We definitely know more and understand more regarding the relevant EU practices and legislation.	10/16/2024 2:36 PM
6	No doubt it will happen	10/16/2024 2:13 PM
7	didnt have the chance yet.	10/16/2024 11:52 AM
8	Important: not yet! But in progress.	10/11/2024 11:29 AM
9	In the next period, the Ethical Code will be revised, so the participation in the programme was timely.	10/11/2024 9:03 AM
10	Of course! As I mentioned above, even though my colleagues didn't participate in this program, they are now aware of many things that I have learned and told them. I believe that by learning from each other, we become better at what we do and contribute to the development of the quality of the press in the country.	10/10/2024 6:08 PM
11	We have implemented gender equality policies. Preparing to introduce a section with possibility to comlaine about material on the website. And we are move on	10/10/2024 2:31 PM
12	It helped to promote the concept of MSR in parliamentary and governmental environment. Entire term "Media self regulation" became more often mentioned among parliamentarians and	10/8/2024 11:14 AM

	minister of culture and information policy	
13	Developing concrete networking actions with various experts.	10/7/2024 10:28 AM
14	I will include the topic of Self-regulation of Media: the experience of EU countries in the university curriculum. Also, the topic of regulation of media and digital platforms has become the subject of my scientific interest and is presented in reports at scientific conferences.	10/3/2024 11:36 AM
15	ITP Programme has contributed to several concrete changes within our organization. Firstly, we have seen a marked improvement in the skills and knowledge.I have reported increased confidence in applying new techniques and strategies learned during the program, which has positively impacted our project outcomes. I have implemented several best practices introduced in the ITP Programme, resulting in enhanced efficiency in our workflows and processes. This has not only improved productivity but also contributed to higher employee satisfaction, as team members feel more empowered and engaged in their work. Overall, the ITP Programme has been instrumental in driving both individual and organizational growth, aligning our goals with the evolving needs of our industry.	10/3/2024 11:20 AM
16	It is obvious that self-regulation is important step to the developed and diverse media	10/3/2024 11:08 AM
17	We have got translations of the AVMSD (2010 and 2018)	10/3/2024 11:06 AM
18	Management of my organisation and my colleagues had more occasions to think about and to discuss the topic of media self-regulation	10/3/2024 11:05 AM
19	.	10/3/2024 10:51 AM
20	yes	10/3/2024 10:33 AM
21	increased understanding and culture of self-regulation	10/3/2024 10:18 AM
22	Not yet, but it will be helpful in the future when we will implement a self-regulation mechanism in our newsroom.	10/3/2024 10:07 AM
23	The media organization where I work, CivilNet, has officially joined the Media Self-Regulatory Body in Armenia.	10/3/2024 10:03 AM

Q15 In your opinion, what were the most significant results that happened thanks to the ITP (direct and / or indirect effects)? Please describe.

Answered: 60   Skipped: 0

#	RESPONSES	DATE
1	a new level of communication between the media and government officials and specialized lawyers	10/21/2024 2:53 PM
2	I understood the practical benefits of self-regulation and now have an argument for moving the process forward	10/20/2024 11:22 PM
3	to see and share best practices and apply them in the future	10/18/2024 2:44 PM
4	In created a group of people willing to change things for better in Moldova. You have a good and positive attitude now.	10/18/2024 1:33 PM
5	It gives new knowledge and understanding the nuances of current problems, which can help me in future	10/18/2024 1:04 PM
6	ITP played a significant role in equipping us, including the members of the group currently working on draft laws amending media legislation, with crucial knowledge regarding the latest developments in the EU acquis (EMFA, DSA, AI Act etc.) Thanks to ITP, we gained deeper insight into the practical implications of these regulations on media operations, content moderation, transparency obligations, and the protection of fundamental rights. It empowered us to make informed contributions to draft laws that align with EU standards.	10/18/2024 11:36 AM
7	I am sure that this project will help me in many fields and will also be the foundation for many other projects that will benefit me greatly	10/17/2024 9:11 AM
8	The following significant results: Full implementation of all planned activities Improving internal communication in the professional community; Clarification of understandings around the approximation of EU sectoral requirements	10/16/2024 10:56 PM
9	Networking at the national and international level. Specific examples and contacts of people with whom these examples can be discussed or additional information can be requested.	10/16/2024 8:23 PM
10	In my experience, one of the most significant outcomes of the ITP program has been the substantial improvement in my understanding of how EU media regulations can be adapted and applied in my country's specific context. The deep dive into frameworks like the Audiovisual Media Services Directive and the Digital Services Act gave me practical insights into aligning local media practices with EU standards, which had previously seemed challenging. Another impactful result was the opportunity to engage with a diverse network of experts and peers from different countries. This exchange of ideas not only broadened my perspective on media regulation but also allowed me to form lasting collaborations that continue to support my work in promoting independent media. Through this program, I now feel better equipped to advocate for more effective self-regulation in media and contribute to long-term democratic development in my home country.	10/16/2024 7:34 PM
11	It has strengthened interpersonal connections at both local and international levels.	10/16/2024 5:39 PM
12	Network building.	10/16/2024 4:09 PM
13	Networking Deeper understanding of legislations and procedures and best practices	10/16/2024 4:07 PM
14	Understanding the new EU legislation	10/16/2024 3:31 PM
15	network	10/16/2024 3:12 PM
16	Knowing people from Ukraine, Armenia, Belgium, Sweden and Denmark and sharing our experiences, as well as broadening our knowledge regarding relevant aspects from EU countries.	10/16/2024 2:36 PM
17	At the moment, there is a tangible understanding and rapprochement with colleagues from a	10/16/2024 2:13 PM

wide variety of media spheres, both professional and political.

18	- Networking, - More info and data about the EU media legislation which will definitely help us and Moldova in the near future, - New contacts and sources to access in future work.	10/16/2024 1:37 PM
19	In my opinion, the most significant result of participation in the program is the collective work on identifying problems in the field of media and developing a project to solve them. The combination of all market participants in this process is a very important component.	10/16/2024 12:52 PM
20	First of all, communication between participants (media and representatives of state institutions, as well as other experts). Relationships created within the program with participants - experts from other countries.	10/16/2024 12:00 PM
21	didnt have the chance yet to analyze this aspect.	10/16/2024 11:52 AM
22	Networks and better understanding of the EU legislation and processes behind it	10/16/2024 11:36 AM
23	I've gained extensive knowledge of EU legislation (DSA, DMA, AVMS, EMFA, etc.) and actively apply it in my daily work.	10/14/2024 9:05 AM
24	.	10/12/2024 4:16 PM
25	Increasing knowledge about regional media at the international level.	10/11/2024 11:29 AM
26	I better understand the media context on the national and international level. I better understand the idea of self regulation and how it could influence the public opinion.	10/11/2024 9:03 AM
27	Participation in the ITP has led to several significant results, both direct and indirect, for the Republic of Moldova. One of the most important outcomes was a deeper understanding of the European Union's information system. This familiarity facilitated the identification of best practices and successful approaches, offering opportunities to improve Moldova's experience.	10/11/2024 8:26 AM
28	Thanks to the program, we now operate as a community of like-minded individuals	10/10/2024 11:56 PM
29	I think that's the biggest advantage for me in participating in this program is the connection with people. For example, I met many talented journalists from Ukraine and Armenia with whom I keep in touch till today. Without ITP I don't think I would have had this opportunity. Another thing I am proud of is our change project that we have been working on. Of course, we still have a lot of work to do on it, but the information we have gathered will help us a lot to continue with additional projects related to access to information and state institutions.	10/10/2024 6:08 PM
30	A better understanding of European self-regulation practices, as well as European legislation.	10/10/2024 5:51 PM
31	Networking and lessons learned	10/10/2024 3:59 PM
32	I met many like- minded people. And found some friends	10/10/2024 2:31 PM
33	Understanding EU regulations and standards. Networking within the media landscape both nationally (which I find a very important achievement) and internationally.	10/8/2024 11:35 PM
34	Network expansion	10/8/2024 1:55 PM
35	The understanding of importance and benefits of MSR among different actors, including national and local media, parliamentarians and governors increased. The network of game changers in context of promoting MSR became wider. I see a big practical benefit from being more included in such a community for achieving real changes and implementation of our group's project	10/8/2024 11:14 AM
36	The most significant result happened thanks to the ITP is our change project which has already united all stakeholders on the topic of self-regulation in media	10/8/2024 10:02 AM
37	Knowledge and networking !!	10/7/2024 2:35 PM
38	Positive results were recorded on almost all points	10/7/2024 2:19 PM
39	Close cooperation of like-minded professionals	10/7/2024 1:40 PM
40	I established important working contacts with experts in the field. Also - we did receive very good, systemic training on issues related to self-regulation.	10/7/2024 1:30 PM
41	We gained a better understanding of media regulation issues and how to resolve them. Of course, we made many new friends and connections.	10/7/2024 1:07 PM

42	Understanding of gaps in the legal provisions and its functioning.	10/7/2024 10:28 AM
43	Our team developed a totally new project dedicated to media recovery from the war consequences. The project is highly successful on national and international levels.	10/7/2024 9:12 AM
44	In my opinion, the most significant results of the ITP program were both direct and indirect, impacting my professional growth and the broader media landscape I work within. One of the most direct effects was the deepened understanding of media self-regulation, which I immediately applied to my work as a journalist. The program equipped me with the knowledge and tools to organize more informed and engaging discussions on media regulation, enabling me to contribute meaningfully to conversations on the importance of media freedom and ethical standards in journalism. This led to more productive dialogues with media professionals, policymakers, and other stakeholders, raising awareness of the benefits of self-regulation. Indirectly, the program helped me build a valuable network of professionals from different countries and sectors. These connections have opened up opportunities for future collaborations, allowing me to learn from diverse experiences and perspectives.	10/4/2024 2:58 PM
45	Support and creativity of our team. Important contacts in Brussels among media regulatory and self-regulatory organisations. Holding a roundtable in Brussels on long-term support for Ukrainian media Opportunity to share information about the work of Ukrainian journalists in the context of war. My interlocutors were really interested in this.	10/4/2024 2:15 PM
46	Coming from the NGO sector, I would especially use the networking opportunities and some project ideas.	10/3/2024 2:24 PM
47	A detailed introduction to the EU legislation and practices on media regulation	10/3/2024 11:36 AM
48	ITP Programme has had a profound impact, driving both immediate benefits and long-lasting changes that will benefit in the years to come.	10/3/2024 11:20 AM
49	Rasising awareness about sel-regulation, desinfo campaign, basic international enactments and instruments	10/3/2024 11:08 AM
50	One of the result is that ITP gives understanding what challenges other jurisdictions have faced in implementing the EU directives that will help us to avoid some of the mistakes in the future	10/3/2024 11:06 AM
51	As a result of our change project implementation the issue of the regional media recovery has been included in the international and national agenda at the highest levels	10/3/2024 11:05 AM
52	Networking, Knowledge on DSA	10/3/2024 10:51 AM
53	direct-improved legislation indirect-networking	10/3/2024 10:33 AM
54	national cooperation on developing self-regulation policy	10/3/2024 10:18 AM
55	The understanding of EU regulations and the knowledge about self-regulation systems in Sweden and Denmark. Also, the contacts and people I met thanks to ITP project.	10/3/2024 10:07 AM
56	Very useful experience, many new knowledges, network and friends.	10/3/2024 10:06 AM
57	In my opinion, the most significant results of the ITP were the improvement of participants' professional skills, the expansion of their networks, and increased efficiency in various projects. These outcomes had both direct and indirect effects on their careers and the development of their organizations.	10/3/2024 10:03 AM
58	The connection between industry representatives in the country. We had the opportunity to spend more time together discussing the needs of the media market and the changes needed.	10/3/2024 9:59 AM
59	It has direct and indirect effects	10/3/2024 9:51 AM
60	How other media sectors in different countries work. But also teamwork, communication.	10/3/2024 9:43 AM

Q16 Please describe the main achievements of your change project.

Answered: 53   Skipped: 7

#	RESPONSES	DATE
1	The media community began to discuss the practical benefits of self-regulation, which was not the case before	10/20/2024 11:22 PM
2	everything was very good, but they would like to communicate with working journalists	10/18/2024 2:44 PM
3	More media knowledge, more info about the European legislation, a good working network. Above all a good experience for the future.	10/18/2024 1:33 PM
4	The main achievement is the involvement of new people and providing them with new knowledge, which makes it possible to make a joint effort to accelerate reforms at the national level.	10/18/2024 1:04 PM
5	The main achievement of the change project has been conducting a pioneering evaluation of the implementation of the law on access to information. This evaluation is significant as it represents one of the first comprehensive assessments of how effectively the law has been applied in practice. It has helped identify gaps in enforcement, challenges faced especially by the media workers	10/18/2024 11:36 AM
6	The main achievement is providing new people with the necessary skills. Besides, networking, the ability to create different content and scenarios for different types of content	10/17/2024 9:11 AM
7	Introducing a very important mechanism for media self-regulation Concept development of a very important new institution of self-regulation Work on improvement of sectoral legislation/In the case of the Law on Audiovisual Media, active discussions with various stakeholders have begun, and in the case of the Law on Mass Media, completed/While I was delaying the completion of this survey, we received the observations of the Venice Commission and will continue this work.	10/16/2024 10:56 PM
8	received information about understanding in the journalistic environment what self-regulation is. Are they ready to participate in its development, including financially.	10/16/2024 8:23 PM
9	/Translation of EU Directives /Introduction of Ethics Icon /development of idea of digital ambassador institute	10/16/2024 5:39 PM
10	Bringing attention to needs of local media and making them part of the recovery process	10/16/2024 4:07 PM
11	Amendments of the media laws	10/16/2024 3:31 PM
12	the new draft of the media law will be adopted soon by Moldova, currently we are drafting the bill based on the knowledge got under ITP programm	10/16/2024 3:12 PM
13	The same as described above.	10/16/2024 2:36 PM
14	In theory, the project is quite good, but a plan remains a plan, and it will be possible to talk about its real success only as it is implemented.	10/16/2024 2:13 PM
15	Probably the main one is the fact that finally in Moldovan media community some regulation provisions towards online media started to be discussed.	10/16/2024 1:37 PM
16	I consider the creation of a working group on the implementation of the proposed changes on the basis of the Ministry of Culture and the development of a plan for the implementation of these changes to be the greatest achievement.	10/16/2024 12:52 PM
17	At the moment, we are at the last stage of implementation. The project would go to the profile committee in the Parliament.	10/16/2024 12:00 PM
18	positive outcome from the public authorities side.	10/16/2024 11:52 AM
19	Our main objective was to bring the transparency of the legal framework for print and online media into the spotlight. Since the legislation of the Republic of Moldova lacked legal	10/14/2024 9:05 AM

	provisions enforcing transparency, we drafted the law that will cover this area. The most important achievement so far has been creating a legal foundation in line with the legislation of the Republic of Moldova, EMFA, and DSA.	
20	.	10/12/2024 4:16 PM
21	Promotion and advocacy.	10/11/2024 11:29 AM
22	The change project showed concrete data proving the fact the public institutions still have problems knowing and applying the Lay to access to public information. This is directly connected with the fact that journalists do not have access to public information, even we have a very good law. And, respectively, the citizens may not benefit from the investigations and other very important content of public importance.	10/11/2024 9:03 AM
23	ormulation of recommendations for regulating online media, the development of a framework, and the strengthening of transparency based on the European model.	10/11/2024 8:26 AM
24	Ukraine has a self-regulatory body, the Commission on Journalistic Ethics, and media professionals adhere to the Code of Ethics of a Ukrainian Journalist and their respective Editorial Charters, promoting independent and ethical journalism.	10/10/2024 11:56 PM
25	I believe the greatest achievement of our change project is the fact that we identified which state institutions most often fail to comply with the new access to information law. Based on the information gathered, we will be able to investigate further and hold these institutions accountable so that in the future, journalists (or any citizen) will no longer face the same issue.	10/10/2024 6:08 PM
26	I understood how effective the law on access to information is in Moldova and what can be improved.	10/10/2024 5:51 PM
27	The close cooperation with local organizations	10/10/2024 3:59 PM
28	The opportunity to explain to colleagues from other media the importance of self-regulation for the development of a quality media market	10/10/2024 2:31 PM
29	Driving attention to the three main gaps, researching the area, and formulating the exact needs of the fields. Although the team came up with some solutions to these problems and gaps, it was very important to identify them and present them to responsible state bodies. The suggested solutions may change or transform or be carried out exactly the same way, but finally, having formulated the idea of these gaps was important.	10/8/2024 11:35 PM
30	LMF, information campaign (survey, lectures, conferences), drafted amendments to Laws, PACE Motion	10/8/2024 11:14 AM
31	LMF Discussions CEDEM Conference on self-regulation Media survey on self-regulation National Press Card Initiative of the Media Ethics Commission Co-regulatory bodies Coordination Council at the Committee for Freedom of Speech (with the participation of representatives of organizations)	10/8/2024 10:02 AM
32	Contributions to the Mass Media Law and the Audiovisual Law, along with the concept of the Digital Ambassador.	10/7/2024 2:35 PM
33	The main achievement is the realization that media regulation or self-regulation should enlarge the inclusiveness of the media sphere.	10/7/2024 1:40 PM
34	Expansion of work on media self-regulation and the introduction of the institution of a digital ombudsman	10/7/2024 1:30 PM
35	Insight into future plans	10/7/2024 1:07 PM
36	concept for legal framework amendments developed	10/7/2024 10:28 AM
37	The Ukrainian independent media recovery has become well know topic on international level. It helped us to attract international stakeholders to media recovery advocacy process.	10/7/2024 9:12 AM
38	The main achievements of the change project are quite significant and will have a lasting impact. One of the key outcomes is that the program has provided valuable insights and expertise that will help drive changes in the draft of the relevant law concerning media regulation and self-regulation. The knowledge gained through the ITP program is instrumental in shaping these legal revisions to better support media freedom and accountability in practice.	10/4/2024 2:58 PM
39	Successful advocacy campaign for the idea of restoring Ukrainian media as part of Ukraine's	10/4/2024 2:15 PM

	recovery programme	
40	The topic of media regulation is included in my author's course and teaching aid for students of the Institute of Journalism of the Kyiv University on the subject "Production in audiovisual media".	10/3/2024 11:36 AM
41	Skill Enhancement, Process Improvement, Innovation Initiatives: New Projects Launched.	10/3/2024 11:20 AM
42	Networking and joint obligation to assist in creation of self-regulation lobby	10/3/2024 11:08 AM
43	Despite the short duration of the program, most of what was planned in our change project was completed	10/3/2024 11:06 AM
44	See the answer above (#15)	10/3/2024 11:05 AM
45	Colleagues, Experience	10/3/2024 10:51 AM
46	new legislation	10/3/2024 10:33 AM
47	cooperation among many stakeholders on self-regulation	10/3/2024 10:18 AM
48	Dialogue between civil society and the Government regarding media reforms.	10/3/2024 10:07 AM
49	Understanding of media law in Europe.	10/3/2024 10:06 AM
50	The main achievements of my change project include the successful implementation of key objectives, improved workflows, and increased engagement from stakeholders. These accomplishments have led to measurable improvements in the project's outcomes and have created a solid foundation for future development.	10/3/2024 10:03 AM
51	tectonic shifts in the field, because representatives of some organizations in the field do not want change. Proposals for legislative changes, starting discussions with media monitoring organizations, creating the premises for media self-regulation	10/3/2024 9:59 AM
52	we have several	10/3/2024 9:51 AM
53	I detected the problem in the sector. I have developed a draft law, to adjust the legislation.	10/3/2024 9:43 AM

Q17 Please describe the main challenges you faced when working on your change project.

Answered: 60   Skipped: 0

#	RESPONSES	DATE
1	some state organizations do not understand the need to communicate with citizens and the press, often this is expressed in the lack of trained personnel, especially in the local area	10/21/2024 2:53 PM
2	Find time to implement the project	10/20/2024 11:22 PM
3	Time limit	10/18/2024 2:44 PM
4	A busy schedule and sometimes we got very tired. But it was good anyway.	10/18/2024 1:33 PM
5	I don't remember any tangible problems we faced.	10/18/2024 1:04 PM
6	The main challenges faced were institutional resistance and inconsistent application of the law, which hindered the gathering of comprehensive data.	10/18/2024 11:36 AM
7	Making figures from plaster and drowning animation short film in Brussels	10/17/2024 9:11 AM
8	I honestly can't remember any significant challenges.	10/16/2024 10:56 PM
9	creating a survey questionnaire. its maximum distribution and obtaining results from the maximum number of journalists.	10/16/2024 8:23 PM
10	One of the main challenges I faced while working on my change project was navigating the complexities of implementing EU regulations in a local context where existing frameworks and practices were not fully aligned with these standards. The gap between the established regulations in the EU and the realities of the media landscape in my country created significant hurdles, particularly in convincing stakeholders to adapt to new policies that demand greater transparency and accountability. Additionally, securing the necessary support from key players within the media sector and governmental institutions proved challenging. While the program equipped me with the knowledge and tools to drive change, resistance to new regulatory frameworks often stemmed from deeply rooted interests and the fear of losing influence over media narratives. Balancing these dynamics while pushing for more independent and transparent media practices required constant negotiation and adaptability. Finally, the process of building a broad consensus among stakeholders, especially in the context of limited resources, added to the difficulty of sustaining momentum for the project's objectives.	10/16/2024 7:34 PM
11	"Separation of primary and secondary issues in media sphere within the group."	10/16/2024 5:39 PM
12	Time and funding	10/16/2024 4:09 PM
13	Stakeholders not paying enough attention to local media	10/16/2024 4:07 PM
14	Very busy professional agenda vs project events	10/16/2024 3:31 PM
15	lack of coordinated efforts with members of the team	10/16/2024 3:12 PM
16	I was less involved than some of my other colleagues given the specific of our change project.	10/16/2024 2:36 PM
17	The main difficulty is in the one-sidedness of the project. The authors of the project are imbued with the spirit and atmosphere of joint work on one idea and believe in it. The recipients of the project do not yet suspect the project and it is not a fact that they are ready to share the idea.	10/16/2024 2:13 PM
18	Gathering all the persons together. This was probably one of the main challenge.	10/16/2024 1:37 PM
19	The biggest challenge was to involve the media in discussing the importance of self-regulation and developing common visions to change this situation.	10/16/2024 12:52 PM
20	Reluctance on the part of some institutions.	10/16/2024 12:00 PM
21	NA	10/16/2024 11:52 AM

22	lack of funds and synchronisation in the team	10/16/2024 11:36 AM
23	One of the main challenges I faced when working on the change project was navigating the lack of existing legal frameworks on media transparency in the Republic of Moldova. Since there were no clear regulations in place, it required thorough research and coordination with multiple stakeholders to ensure the new legal provisions would be comprehensive and enforceable. Additionally, aligning the drafted legislation with both national laws and EU standards like the EMFA and DSA was a complex process that demanded a deep understanding of both local and international legal nuances. Managing diverse perspectives and maintaining clear communication throughout the drafting process also posed significant challenges.	10/14/2024 9:05 AM
24	.	10/12/2024 4:16 PM
25	Low state involvement.	10/11/2024 11:29 AM
26	Maybe one of the most important challenges was the very busy agenda of all colleagues. With a very strong workload, responsibilities and a lot of additional tasks, we need more time to be more involved and with more impact.	10/11/2024 9:03 AM
27	The practical application of the European model for regulating the media sector. Adapting European frameworks to Moldova's specific context can be a complex process, but overcoming such challenges will have a meaningful impact on transparency and media regulation.	10/11/2024 8:26 AM
28	-	10/10/2024 11:56 PM
29	The biggest challenge was that many state institutions did not respond to our information requests, or some of them replied but exceeded the 10-day deadline.	10/10/2024 6:08 PM
30	I didn't have any.	10/10/2024 5:51 PM
31	N/A	10/10/2024 3:59 PM
32	The impact of war	10/10/2024 2:31 PM
33	bureaucracy	10/8/2024 11:35 PM
34	Others being too busy	10/8/2024 1:55 PM
35	Probably, the main challenge is making projects objectives at the same time relevant and realistic with using the networking on the most efficient way possible. Consultations with experts and coordinators helped a lot in this regard	10/8/2024 11:14 AM
36	Security and energy situation Lack of time and funding (too much theory at introductory level) Misunderstanding of contexts for audiences from other countries	10/8/2024 10:02 AM
37	no challenges as such	10/7/2024 2:35 PM
38	We worked very well as a team, almost everything went smoothly	10/7/2024 2:19 PM
39	Resources	10/7/2024 1:40 PM
40	Understanding the problems associated with working with the media, promoting self-regulation, based primarily on a code of ethical standards for the media	10/7/2024 1:30 PM
41	No challenges	10/7/2024 1:07 PM
42	devoting actual time to group work , when participants have busy schedules	10/7/2024 10:28 AM
43	Misunderstanding between some members from international teams.	10/7/2024 9:12 AM
44	One of the main difficulties was navigating the complex legal framework surrounding media regulation and self-regulation. The existing laws are deeply rooted, and proposing changes required extensive research, collaboration with legal experts, and the balancing of diverse stakeholder interests, which made the process time-consuming and demanding.	10/4/2024 2:58 PM
45	Our group planned too many activities in the project that we were unable to complete in full. Instead, we focused on the activities that yielded the greatest results in a short time.	10/4/2024 2:15 PM
46	Working in a large group was sometimes difficult, but it was also useful, as it allowed access to more information and different opinions.	10/3/2024 2:24 PM

47	The need to convey the relevance of the problem of regulation and self-regulation of the media to my fellow professors at the Institute of Journalism.	10/3/2024 11:36 AM
48	In a diverse organization, differing attitudes toward change and innovation posed challenges. Aligning various cultural perspectives and practices took additional effort.	10/3/2024 11:20 AM
49	Not all understand the advantages of self-regulation	10/3/2024 11:08 AM
50	One of the main challenges was to complete the assigned by the change project tasks on time.	10/3/2024 11:06 AM
51	Understanding the wisdom of the media project-management	10/3/2024 11:05 AM
52	Legislative change that takes a long time.	10/3/2024 10:51 AM
53	resources	10/3/2024 10:33 AM
54	time limit and a lot of assignments for a short period of time	10/3/2024 10:18 AM
55	Not all participants were involved on the designing and implementation of the Project.	10/3/2024 10:07 AM
56	Making changes in my country.	10/3/2024 10:06 AM
57	The main challenges I faced when working on my change project included resistance to change from some stakeholders, limited resources, and the need to align diverse interests. Additionally, maintaining consistent communication and managing time effectively were critical hurdles that required careful attention to keep the project on track.	10/3/2024 10:03 AM
58	discussion with the representatives of the Press Association and the Press Council who believe that they should dictate the changes and not the media representatives	10/3/2024 9:59 AM
59	N/A	10/3/2024 9:51 AM
60	Lack of time	10/3/2024 9:43 AM

Q18 What role do you believe that the ITP Media programme has had / will have for the democratic development in your country / region? Please describe.

Answered: 52   Skipped: 8

#	RESPONSES	DATE
1	ITP definitely added a greater understanding of how to build processes in a democratic state so that freedom of speech is reliably protected not only by law, but also by society	10/20/2024 11:22 PM
2	ITP media program has helped to develop the understanding for self-regulation which i believe is the core principle for democratic developments in my country.	10/18/2024 2:44 PM
3	In my belief, it did a great work. I am sorry that it is the last edition. I think many of us journalists need programmes like this one and thank you.	10/18/2024 1:33 PM
4	I suppose that through the program, the experts and officials of the field got the opportunity to develop and regulate the legislation and regulations of freedom of speech in our country, which is one of the primary guarantees for the development of democracy.	10/18/2024 1:04 PM
5	I think that through this program, which gives real chance for the main players/ professionals in the field, is the best thing that can help the community and country to develop democratic governance and innovation approaches in everyday situations. That is why this program can make changes in our society.	10/17/2024 9:11 AM
6	In one word: a key role. It is an axiom that the state of the media in any country is a direct indicator of the state of democracy. And programs that bring significant changes, such as ITP, have an extremely serious role.	10/16/2024 10:56 PM
7	The program will undoubtedly play a positive role, as it has established long-term connections for interaction between many caring people.	10/16/2024 8:23 PM
8	ITP Media Program will foster democratic development in Armenia by promoting media freedom, supporting independent journalism, and encouraging civic engagement and public discourse.	10/16/2024 5:39 PM
9	Bringing professionals equipped with best practices and knowledge together	10/16/2024 4:07 PM
10	It created a national network dedicated to advance media freedoms and accession to EU	10/16/2024 3:31 PM
11	supporting ongoing initiatives, especially harmonising the national legislaiton with EU standards	10/16/2024 3:12 PM
12	ITP Media programme bring together politicians, public servants, journalists, lawyers and other people related to media. This facilitated dialogue alongwith better knowledge and inspiration from the EU practices is they key towards a more democratic approach.	10/16/2024 2:36 PM
13	I don't expect a magical solution to all problems, but I do know that dripping water wears away the stone. Platforms like ITR Media programme play a huge role in the painstaking daily struggle to preserve and develop freedom of speech, and thus democracy.	10/16/2024 2:13 PM
14	Important one, especially in terms of creating a network and contacts with the colleagues from the sector	10/16/2024 1:37 PM
15	Thanks to participation in the program, we saw the best practices for the development of a democratic media market that we can implement in our country	10/16/2024 12:52 PM
16	1. Educating specialists at all levels: from deputies to civil society experts.. 2. Change Projects: Strengthening Democracy Across the Country.	10/16/2024 12:00 PM
17	too early to develop in this regard.	10/16/2024 11:52 AM
18	The ITP Media programme plays a crucial role in promoting democratic development by	10/14/2024 9:05 AM

enhancing transparency, accountability, and the protection of media freedoms in non EU country, by focusing on capacity-building and fostering a deeper understanding of media regulations and governance. Moreover, by aligning with international standards and best practices, the ITP Media programme helps bridge gaps in existing legal frameworks, such as in media ownership transparency or disinformation regulation. These efforts contribute to creating a more resilient media landscape that can better hold power to account, which is essential for democratic development in both the country and the wider region.

19	.	10/12/2024 4:16 PM
20	Joint efforts of stakeholders in a situation of low state participation.	10/11/2024 11:29 AM
21	The NGOs and journalists can better understand their role in the development of the country by informing objectively and timely the public opinion. The media freedom is directly linked with the freedom to write about any topics, to inform citizens, that could tax the authorities.	10/11/2024 9:03 AM
22	The IMedia Development in a Democratic Framework	ITP Media programme has played, and will continue to play, a pivotal role in the democratic development of Moldova and the region. By enhancing the regulation and transparency of the media sector, this program contributes to building a more informed and engaged society. It promotes media independence, accountability, and the free flow of accurate information, crucial elements in the democratic process.	10/11/2024 8:26 AM
23	ITP plays a crucial role in the for the democratic development in Ukraine.	10/10/2024 11:56 PM
24	The ITP Media Program has played an important role in strengthening democratic development by enhancing media literacy and promoting responsible journalism. For example, it has created opportunities for media professionals to collaborate and share best practices, which improves transparency and encourages open dialog in society. Also, thanks to the change projects that were created by the participants of previous editions, current journalists benefit from several advantages, one of which would be the signing of the code of ethics by newsrooms.	10/10/2024 6:08 PM
25	Graduates of this program will approach internal regulatory issues from different perspectives; we will better understand how to approach authorities so that they respond faster and more effectively.	10/10/2024 5:51 PM
26	A more transparent and accountable media environment	10/10/2024 3:59 PM
27	Helping to make quality and democratic media	10/10/2024 2:31 PM
28	better media freedom or increase knowledge and stimulus to develop media responsibility and urge citizens to report	10/8/2024 11:35 PM
29	I believe that unity and willingness of generations of ITP alumni will create a quality change. I would also say that selection of participants from Ukraine was excellent	10/8/2024 11:14 AM
30	it will help to strengthen journalistic standards in the media and increasing resistance to information threats.	10/8/2024 10:02 AM
31	I am confident that the network of ITP alumni will continue to collaborate effectively, alongside our national facilitators and their organizations.	10/7/2024 2:35 PM
32	By increasing the number of specialists familiar with the long-term experience of regulation and self-regulation in countries with democratic values, we will eventually reach the point where quantity will create quality in our country as well.	10/7/2024 1:40 PM
33	I believe that the ITP Media program will have for the democratic developing, which help to archive a little bit freedom of speech in my country	10/7/2024 1:30 PM
34	I am sure that it will contribute to the establishment of a free press in Armenia, which is one of the foundations of democracy.	10/7/2024 1:07 PM
35	-fostering cooperation with various stakeholders -focusing on EU regulations	10/7/2024 10:28 AM
36	It is enhancing understanding and knowledge to support democratic processes in our country	10/7/2024 9:12 AM
37	I believe the ITP Media program has had, and will continue to have, a significant role in the democratic development of my country and region. By promoting the principles of media self-regulation, accountability, and ethical journalism, the program strengthens the foundation for a free and independent media, which is a cornerstone of any democratic society.	10/4/2024 2:58 PM

38	The project creates a platform for cooperation between different stakeholders, as well as opportunities for our proposals to be heard by European partners.	10/4/2024 2:15 PM
39	The topic of media freedom is fundamental to democracy, and Ukraine requires the development and establishment of democratic institutions. Your program (ITP Media programme) contributes to this!	10/3/2024 11:36 AM
40	The ITP Media Programme emphasizes the importance of free speech and diverse viewpoints. This not only strengthens the media landscape but also encourages citizens to engage in open dialogue and debate, fundamental aspects of democracy. By supporting independent media, the ITP Media Programme contributes to a vibrant civil society. Strong media can advocate for social issues, amplify marginalized voices, and facilitate public discourse, all of which are vital for democratic engagement.	10/3/2024 11:20 AM
41	ITP Media programme is a brilliant combination how to engage and bring together media specialists, to deliver learning instrument in a lively mode and, the most important, to make each trainee think over next steps needed to develop and revitalise media environ	10/3/2024 11:08 AM
42	ITP Media program has real impact for the democratic development in my country, due to the information obtained on regulation of the Media taking into account freedom of the speech	10/3/2024 11:06 AM
43	It's always important to have more like-minded people who support the idea of media self-regulation and to have them connected. That's what the ITP did and that's what, I believe, will contribute to the democratic development in Ukraine	10/3/2024 11:05 AM
44	Ethical benefits for society and media.	10/3/2024 10:51 AM
45	great	10/3/2024 10:33 AM
46	huge role	10/3/2024 10:18 AM
47	Contribution to the exchange of ideas between different stakeholders.	10/3/2024 10:07 AM
48	Very good team of media professionals	10/3/2024 10:06 AM
49	I believe the ITP Media programme has played and will continue to play a significant role in the democratic development of my country and region by promoting media self-regulation. By supporting journalists and media organizations in adopting ethical standards and responsible practices, the programme strengthens the integrity and credibility of the media. This, in turn, fosters trust between the public and the press, contributing to transparency and accountability. A well-functioning self-regulatory media system is essential for protecting freedom of speech, ensuring balanced reporting, and encouraging constructive dialogue, all of which are key elements of democratic development.	10/3/2024 10:03 AM
50	It is an alternative platform that shows positive examples and encourages change without interfering in the media market.	10/3/2024 9:59 AM
51	N/A	10/3/2024 9:51 AM
52	Certainly, this project has consolidated the entire media market. Today we have easy communication between all sectors!	10/3/2024 9:43 AM

Q19 In what way has your ITP experience been different from other capacity building trainings you have attended? Please describe. (If you have not attended other training programmes, please write "Not Applicable".)

Answered: 60   Skipped: 0

#	RESPONSES	DATE
1	Very useful program for my organization, first of all, in terms of understanding the roles and tasks of civil servants, governmental organizations with the support of specialized lawyers. We have become more aware of each other's roles and tasks, and I hope they will also be more active in communicating with the media.	10/21/2024 2:53 PM
2	This program had an educational element supported by the practical experience of the speakers.	10/20/2024 11:22 PM
3	the experience and exchange of best practices i have got taking part in the ITP program was very unique as it was the first trading focusing on self-regulation and editorial responsibility of the media outlet.	10/18/2024 2:44 PM
4	It was more intense and we have a lot of information. The trainers were very skilfull and had a lot of patience to explain us tehnical details.	10/18/2024 1:33 PM
5	Not applicable	10/18/2024 1:04 PM
6	My ITP experience has been unique compared to other capacity-building trainings due to its practical, hands-on approach and strong emphasis on EU legislative developments. The program fostered collaboration across different sectors— AC, Parliament, CSOs, media, and more—creating a multidisciplinary exchange of ideas that enriched the learning experience and strengthened the impact of the work we are doing in our respective fields.	10/18/2024 11:36 AM
7	Not applicable	10/17/2024 9:11 AM
8	Not Applicable	10/16/2024 10:56 PM
9	"Not Applicable"	10/16/2024 8:23 PM
10	My experience with the ITP program was distinct from other capacity-building trainings I have attended due to its holistic and immersive approach. Unlike shorter, more theory-heavy programs, the ITP stood out by emphasizing practical application through the Change Initiative, which encouraged us to implement real-world projects within our respective organizations. This hands-on component was invaluable, as it not only provided an opportunity to apply the knowledge I gained but also offered continuous support from my colleagues throughout the process. Another aspect that made the ITP unique was the focus on creating sustainable, long-term change, rather than offering a quick fix or singular solution. The program's structured phases, especially the international exposure and networking with EU institutions, added depth to the learning process. This enabled me to see the broader picture of media regulation and development, both from a local and European perspective, which was a transformative experience. .	10/16/2024 7:34 PM
11	It was more interactive, more informative	10/16/2024 5:39 PM
12	The length and the depth of the program.	10/16/2024 4:09 PM
13	Long program, consisting of several steps allows deeper integration	10/16/2024 4:07 PM
14	NA	10/16/2024 3:31 PM
15	the focus was on discussions and practical aspects, rather than theoretical as other programms focus on	10/16/2024 3:12 PM
16	More interactive activities, more time to visit relevant institutions from several EU countries.	10/16/2024 2:36 PM

17	I would say, by creating a learning atmosphere. The project managers, both locally and internationally, by selecting topics and speakers for them, were able to create such an atmosphere that the work was perceived as pleasure. This is rare in trainings of other organizations.	10/16/2024 2:13 PM
18	Mixing theory, practice, study visits and the countries participants was - for me - simply fantastic.	10/16/2024 1:37 PM
19	Not applicable	10/16/2024 12:52 PM
20	"Not Applicable".	10/16/2024 12:00 PM
21	NA	10/16/2024 11:52 AM
22	N/a	10/16/2024 11:36 AM
23	Not Applicable	10/14/2024 9:05 AM
24	.	10/12/2024 4:16 PM
25	Not Applicable.	10/11/2024 11:29 AM
26	The ITP experiece is a long term program, with a complex approach, with different components and practical character.	10/11/2024 9:03 AM
27	The ITP experience stood out due to its focus on practical implementation and its European context. Unlike other trainings that often remain theoretical, the ITP programme provided concrete tools and strategies for applying best practices in media regulation and transparency. The opportunity to engage directly with European institutions and experts allowed for a deeper understanding of the challenges and solutions relevant to Moldova's democratic development, making the training much more impactful and applicable to real-world situations.	10/11/2024 8:26 AM
28	-	10/10/2024 11:56 PM
29	I have participated in many programs, but I can honestly say that ITP was the most organized and well put together. Here I am also referring to the trips, where the program was well arranged and known in advance. At this point I would like to say a big thank you to the organizers of the project, because they have done a colossal amount of work, and for that, hats off!	10/10/2024 6:08 PM
30	Not Applicable	10/10/2024 5:51 PM
31	ITP experience had quite a rich agenda, there were face-to-face meetings in all directions, and theoretical courses	10/10/2024 3:59 PM
32	Not applicable	10/10/2024 2:31 PM
33	bigger group, longer stays, better trainers, variety of professionals	10/8/2024 11:35 PM
34	Provided more knowledge sharing with the international stakeholders	10/8/2024 1:55 PM
35	ITP comprised both deepening of theoretical understanding and learning practical lessons from the experience of such an advanced in MSR countries as Sweden and Belgium . Moreover, this learning/training was combined with creating a real projects and real work on its implementation. Such a complex approach works much better that fragmented training	10/8/2024 11:14 AM
36	during this program we have had a lot of organizations to visit	10/8/2024 10:02 AM
37	The experts, the guest speakers, the organizations that hosted us, the platform (Basecamp) where information was stored and shared, and the professionalism of the organizers.	10/7/2024 2:35 PM
38	Not Applicable	10/7/2024 2:19 PM
39	Inclusiveness of participants and decent duration of the program.	10/7/2024 1:40 PM
40	"Not Applicable".	10/7/2024 1:30 PM
41	I participated in many courses that gave me the opportunity to develop some journalistic skills. ITP has a wider meaning: it has a very positive meaning in terms of news, journalism, speech, freedom of speech, and media literacy.	10/7/2024 1:07 PM
42	-practical application - change project development -expensive exposure to a great number of	10/7/2024 10:28 AM

	experts and practitioners	
43	It helped us to understand more our colleagues from other countries	10/7/2024 9:12 AM
44	My ITP experience has been notably different from other capacity-building trainings I have attended in several ways. Firstly, the ITP program provided a more in-depth, hands-on approach, focusing on practical applications of media self-regulation and fostering an interactive learning environment. Unlike other programs that are often more theoretical, the ITP program allowed me to immediately apply what I learned in my work, particularly in organizing discussions and influencing media regulation practices.	10/4/2024 2:58 PM
45	The project is longer than other programmes and allows you to interact with colleagues from different organisations. It focuses on the change we achieve together - whereas other projects focus on us applying new knowledge and skills to make a difference in our organisations.	10/4/2024 2:15 PM
46	ITP was focused on a specific topic, and allowed to develop knowledge in that particular field.	10/3/2024 2:24 PM
47	A visit abroad and direct acquaintance with the subject of study.	10/3/2024 11:36 AM
48	Not Applicable	10/3/2024 11:20 AM
49	Answer above.	10/3/2024 11:08 AM
50	In spite of the ITP,in my previous training, only my country representatives were presented	10/3/2024 11:06 AM
51	Not Applicable	10/3/2024 11:05 AM
52	Huge diverse group and a large scale of topics.	10/3/2024 10:51 AM
53	khnowledge	10/3/2024 10:33 AM
54	the topic	10/3/2024 10:18 AM
55	We were not only learning, but in some extent doing what we were learning.	10/3/2024 10:07 AM
56	The seminars were not only for the journalists and media managers, but also for the civil servants, NGO members, officials.	10/3/2024 10:06 AM
57	My ITP experience has been different from other capacity-building trainings primarily due to its strong focus on media self-regulation. Unlike other programmes that may concentrate on technical skills or content creation, the ITP Media programme emphasized the importance of ethical journalism and the development of self-regulatory mechanisms within the media industry. It provided in-depth insights into how self-regulation can enhance the credibility and accountability of media outlets, which I found particularly valuable for my professional growth. The programme also offered a more collaborative environment, encouraging peer learning and the exchange of best practices in media governance.	10/3/2024 10:03 AM
58	not applicable	10/3/2024 9:59 AM
59	Not Applicable	10/3/2024 9:51 AM
60	Of course, the period and the large volume of info, both practical and informative. It was quite exciting!	10/3/2024 9:43 AM

Q20 Do you have any final comments or suggestions that you would like to share about the programme?

Answered: 49   Skipped: 11

#	RESPONSES	DATE
1	I am infinitely grateful to the organizers of the program, who accompanied us at every step. I haven't felt such care for a long time.	10/20/2024 11:22 PM
2	I would like the ITP program to continue its journey and give growing opportunities to many other journalists and professionals in my country.	10/18/2024 2:44 PM
3	I am sorry that it ends. Just want to say thanks and that I am apreciated a lot the work you did for the past almost one year for us. Hope we will have the chance to work again in the future! :)	10/18/2024 1:33 PM
4	I would like to express my deep gratitude to SIDA, NIRAS, all our coordinators, speakers and all participants from the three countries and wish everyone good luck.	10/18/2024 1:04 PM
5	Thank you for Everything. Hope to hear from your team soon to make new projects) This was my first and hopefully not last project with you. Thank you for sharing this opportunity	10/17/2024 9:11 AM
6	Thank you very much!	10/16/2024 10:56 PM
7	It would be nice if the program was continued, perhaps in a different format. Self-regulation in Ukraine is desperately trying to emerge from the shadows and gain practical meaning. But this is very difficult to do. And this creates many problems and an imbalance between regulation and self-regulation. When the mandate of self-regulation, i.e. issues that journalists should solve independently, is tried to be transferred to the level of regulation. Not because it's malicious, but because it's the only level that works. However, with such initiatives, there are threats to freedom of speech and the activity of the media as a whole. Without effective self-regulation, these circles cannot be broken. And any projects, programs and initiatives that will continue to encourage the birth of developed and influential self-regulation from various sides will be important and useful for Ukraine.	10/16/2024 8:23 PM
8	Thank you for the chance to be part of this program. It truly challenges us to reconsider our media and how to make it more democratic and free.	10/16/2024 5:39 PM
9	Huge thanks to all the organisers for the wonderful experience	10/16/2024 4:07 PM
10	Thanks a lot! It was really great!	10/16/2024 3:12 PM
11	Less is more, but more study visits to other EU countries would be geat!	10/16/2024 2:36 PM
12	Love ya, ITP)	10/16/2024 2:13 PM
13	No comments, only big thanks!	10/16/2024 1:37 PM
14	I wish the program to work further	10/16/2024 12:52 PM
15	no! Thanks a lot!	10/16/2024 11:52 AM
16	I just want to thank you for this wonderful program!	10/14/2024 9:05 AM
17	.	10/12/2024 4:16 PM
18	ITP Media programme is really necessary and useful. Especially in developing countries of democracy. Please continue!	10/11/2024 11:29 AM
19	Thank you so much for all efforts, help, contribution.	10/11/2024 9:03 AM
20	-	10/10/2024 11:56 PM
21	Even if this would be the last edition of the ITP program, I wish that in the future other programs will be organized in which other people can participate, because we really need more of these useful programs.	10/10/2024 6:08 PM

22	No.	10/10/2024 5:51 PM
23	Thanks and looking for new opportunities.	10/10/2024 3:59 PM
24	Thank you for the opportunity to participate in this program. It was interesting to talk with experts and learn about the experience of European media organizations. I hope we'll stay in touch	10/10/2024 2:31 PM
25	a huge thank you to the whole teams	10/8/2024 11:35 PM
26	The project changed my vision (in more enthusiastic and positive way) regarding the possibility of changes in such a complex area as media via creating the network of loyal allies for making such a changes. I also met my at that time future husband on one of networking events in Stockholm, so I cannot be more grateful for participation in this life-changing program. Many-many thanks to everyone who worked on ITP.	10/8/2024 11:14 AM
27	thank you)	10/8/2024 10:02 AM
28	Thank you!	10/7/2024 2:35 PM
29	I want to express my sincere gratitude to the entire ITP team for your hard work and dedication, and wishing you all the best in your future endeavors. Kind regards, Hayk	10/7/2024 1:40 PM
30	Thank you, I would like to offer to continue this program. It was very useful and interesting for developing self-regulation in my country.	10/7/2024 1:30 PM
31	I would like the program to continue, even with partial changes. I think that what ITP has done in the past 5 years, these are the sprouts. I think that the program should set the task of strengthening and developing them in our countries from now on. This is very necessary for our country, our media field.	10/7/2024 1:07 PM
32	Thank you. Appreciate it very much. The team of organizers has been amazing.	10/7/2024 10:28 AM
33	Make more such programs.	10/7/2024 9:12 AM
34	I would like to express my deep appreciation for the impact this program has had on my professional development and the broader media field. The knowledge, skills, and networks gained through the ITP program have been invaluable, not only for my own work but for fostering meaningful change in media regulation and self-regulation within my country. I strongly encourage the continuation of this program, as it plays a critical role in strengthening media freedom, ethical journalism, and democratic development.	10/4/2024 2:58 PM
35	I am extremely grateful to those who came up with this project, who implemented it, to all team members and partners. You opened a window of opportunity for me and gave me confidence in my own abilities.	10/4/2024 2:15 PM
36	I believe that this project should be adapted for representatives of the academic community, professors of journalism and social communications. University professors can already convince journalism students at the university of the importance and understanding of the topic of regulation and self-regulation of the media.	10/3/2024 11:36 AM
37	The ITP Media Programme has significant potential to impact media landscapes and democratic development positively. Thank you for the opportunity to share my thoughts!	10/3/2024 11:20 AM
38	Many thanks to organizers! Your programme is a vital not only for development of media but for formation of common spirit and thinking among different stakeholders.	10/3/2024 11:08 AM
39	Thanks a lot for my involvement to the ITP, it was of great importance for my professional development. Thanks also for all support provided and warm welcome	10/3/2024 11:06 AM
40	I'd like to thank the whole ITP team for their friendly, helpful and engaged attitude! It was a great experience for me and it was an important initiative for the media sector development in Ukraine	10/3/2024 11:05 AM
41	1. Per diems are very low for Europe. 2. And this survey has a lot of technical problems. Sometimes doesn't let to point best answers.	10/3/2024 10:51 AM
42	thank you	10/3/2024 10:33 AM
43	thank your for your efforts and dedication to the project	10/3/2024 10:18 AM

44	no	10/3/2024 10:07 AM
45	Thank you for everything!	10/3/2024 10:06 AM
46	Thank you for this opportunity and I wish you success.	10/3/2024 10:03 AM
47	n/a	10/3/2024 9:59 AM
48	Thank you for this great experience.	10/3/2024 9:51 AM
49	Thank you! It was a necessary experience.	10/3/2024 9:43 AM

Annex 7 Change projects 2023/2024

Title	Country	Aim	Results

Media in Recovery: Voices to Be Heard	Ukraine	Goals:
		1) Highlighting the need for media recovery and advocating for the inclusion in Ukraine's general recovery programs.
		2) Encouraging the involvement of the media in decision-making processes regarding their own recovery.
		3) Supporting medias sustainable development by strengthening their capacities during wartime challenges, with a focus on independence, responsibility, and professionalism.
			Key Results:
			1. Media campaigns: Stories about war-torn media, their resilience and recovery have been published in Ukrainian media outlets to highlight the challenges for media and the need for media recovery.
			2. Media Network Recovery Window created a network that now includes more than 100 media all over Ukraine. The network functions as a resource, offering to respond to questions about media recovery, it also helps journalists to exchange experience.
			3. Media recovery was included into the roadmap of recovery prepared by the Ministry of Culture and Information Policy in Ukraine.
			4. Governmental media regulators launched a survey to investigate the damages, losses, and needs of Ukrainian media together with the Lviv Media Forum.
			5. Public events:
			  -Side event on the Ukraine Recovery Conference in Berlin by Recovery Window (10th of June)
			  -A Round table about the needs of the Media Recovery in Brussels: "Sustainable support for Ukrainian media: Why is it important in times of war?" organized by European Federation of Journalists and The National Union of Journalists of Ukraine and ITP participants (12th of June)
			  -The Center for Democracy and Rule of Law organised the event "Media Recovery: How Freedom of Speech Survives in the Ruins of War" (13th of August)
			  -Souspilnist Foundation were organising the "War Media Challenges 2024: Resilience" (23rd of August)
			6. A National Advocacy Campaign:
			  -Six stories about war-torn media, their resilience and recovery were published in Ukrainian media outlets to draw attention to the challenges and the need for media recovery
			  -ITP participants were taking part in TV and radio programs to cover the issue of Media recovery (15 times)
			  -There was a public statement in relation to the Ukraine Recovery Conference highlighting the needs of media recovery.
			  -More than ten lectures for students to enhance engagement and raise awareness.
			  -Documentary from National Union of Journalists of Ukraine about the frontline newsroom from Zolochiv, Kharkiv region
			  -The Kordon.media, National Union of Journalists of Ukraine, NGO Institute of Mass Information, and Zmina successfully fundraised funds for the relocation of the media organization Vorskla, which was affected by Russian bombings.
			  -Three in-person meetings were held with local journalists in Sumy, Vinnytsia, Khmelnytskyiy.

			7. An International Advocacy Campaign: -An Open Statement highlighting the importance that the recovery of media is part of the overall recovery process. The Statement was supported by more than 160 representatives of the Ukrainian media community, as well as by the international community (for example Reporters Without Borders) -The speech of the Vice-President of the European Commission Věra Jourová at the Ukraine Recovery Conference in Berlin included the message that independent media is a key part of the rule of law and democracy and that the public broadcaster is especially important, as a result of the meetings of the group in Brussels. -A statement was made by the Congress of the European Federation of Journalists supporting media recovery. -A roundtable was held at the Brussels Press Club to bring attention to the need for support of the Ukrainian media. -Meeting with Reporters Without Borders to seek support for the actions.
Laying the foundations for the revitalized system of media self-regulation in Ukraine	Ukraine	Goals: 1) Involved stakeholders formulated a clear position on the practical value of media self-regulation in their daily activities. 2) Encourage media to use self-regulation mechanisms to prevent interference by state regulators. 3) Strengthening institutional capacities of the self-regulatory system in Ukraine.	Key Results: 1) A Conference was organised by organized by the organisations of several ITP participants "Self-regulation in Ukraine: what is missing for the media?" (March 2024) 2) A campaign was initiated by Ministry of Culture and Informational Policy (the leader of the programme is ITP participant), media professionals and experts called 'Journalists Matters'. (April. 2024) 3) Public events and discussions were held at the International Media Literacy and Media Self-Regulation Conference (April 2024) 4) A survey was sent out to media professionals to investigate the views on self-regulation (May 2024) 5) A presentation of the survey results and a discussion about the value of self-regulation was organised during the Lviv Media Forum Conference (May 2024) 6) Four seminars were conducted for printed media in Ternopil, Poltava, Vinnytsia, Kyiv 7) The Ministry of Culture and Information Policy developed a Roadmap to support the restoration of a pluralistic, transparent and independent post-war media space after the lifting of the martial law. One of the provision deals with the establishment of an institution of self-regulation of media entities. (June 2024) 8) The Commission on Journalistic Ethics released the second edition of the manual "Self-regulation of Ukrainian media during martial law in Ukraine. "ITP participants contributed the manual as experts.
Transparent Legal Provisions for Online Media Ownership	Moldova	Aimed to extend ownership transparency requirements to print and online media in the Republic of Moldova, similar to	1.The team elaborated a draft Law on Media Services (print and online) containing transparent legal provisions for online and print media ownership. Initially, the team planned to draft a number of amendments to Media Law.

		the ones existing for TV in Radio since 2018 Audiovisual Media Services Code, in line with the EU Directive 2010/63/EU.	2. There are plans to discuss the draft law with local stakeholders, collect the workable recommendations from stakeholders to improve the bill and prepare the final version of the bill. It is expected that the draft law will be officially registered as a legislative initiative, and Parliament will adopt it in 2025, before the parliamentary elections.
Gaps in Application of New Access to Information Law	Moldova	Aimed to identify gaps in application of the new Access to Information Law in the Republic of Moldova.	1. Requests were sent to national and local state authorities to investigate if they were following the new access to information law. An analysis of the results of the willingness of the 42 authorities to provide the information and gaps in in the application of new access to information law were highlighted. The results have been compiled and communicated with journalists and governmental institutions.
Change messengers	Armenia	Joint Vision: An EU-aligned media regulatory framework in Armenia that supports the development of a diverse media landscape where information is freely accessible, and journalists work under high ethical standards. Goals: 1. An updated Mass Media Law and the Audiovisual Law with the active participation of the stakeholders. 2. To increase the level of consciousness of the media about the importance of self-regulation and support the establishment of self-regulation bodies that are recognised and have clear mandate. 3. Harmonisation of the legal mechanisms with a self-regulation system.	Key-results: 1. The ITP participants have ensured that the draft law on Mass Media now have provisions for self-regulation mechanisms. The law has been submitted to the Venice Commission for assessment. 2. Participants have also proposed amendments to the Audiovisual Law. 3. The ITP participants have ensured that there is a professional translation of EU Directives into Armenian, which will be important for the understanding of the directives among governmental representatives as well as the public. The EU regulation AVMSD 2010 / 2018 was translated and promoted among stakeholders. 4. The institution called Digital ambassador was developed and discussed with representatives of local media. The aim of the Digital Ambassador would be to act as an independent representative of the state and CSO. The digital ambassador would engage in digital diplomacy and facilitate Armenia's integration of the EU system of information security. 5. There have been several public awareness events and meetings that have promoted the issue of media self-regulation to raise awareness among the public as well as reach out to media professionals and media outlets. 6. The code of professional ethics was promoted, and individual journalists and media outlets were encouraged to take it on. This has resulted in that more media outlets have joined the Media Ethics Observatory (MEO). 7. The public awareness of the Media Ethics Observatory has increased and the number of complaints reaching MEO has increased. The improvements of the MEO webpages during the year has also med it easier to reach out to the public. 8. The new concept of the Ethics Icon, a quality mark for media which was initiated by previous generations of the ITP course was finally launched and presented to actors in the media market. The 'ethics icon' is now in place and can be used by media. The icon guarantees that the media is guided by accountability and transparency to the public and shows the willingness of the media to adhere to quality journalistic standards. The media that use the icon are also obliged to follow the principles of professional ethics and to publish the decisions of the Media Ethics Observatory.

			9. Some of the participants that already work in academia and with the education of journalists were able to include what they learned on self-regulation in courses for students of journalism. A series of lectures were held at the Yerevan Brusov State University of Languages and Social Sciences on media self-regulation. A pilot course was also held at the Armenian State Institute of Physical Culture and Sports on self-regulation for sports journalists. 10. The topic of media self-regulation was also approved by the Ministry of Education and integrated into the curricula of journalism faculties, thanks to the efforts of the ITP participants. 11. Training courses for journalists and students were also held by several of the participating organisations in the ITP 2023/2024-year programme.