

# amplifying accountability bootcamp

August 16–18, 2017  
Lagos, Nigeria



## Bootcamp Summary & Next Steps



MacArthur  
Foundation

REBOOT

## A. Introduction

Corruption has long been one of Nigeria's most crippling challenges, undermining governance efforts in areas from education to power, health to transportation. Preventing corruption requires empowering reformers in government, and cooperation between the media, civil society, and citizens to foster transparency and demand accountability. This is a daunting task, but absolutely necessary if Nigerians across the country are to prosper.

The MacArthur Foundation's On Nigeria program is an ambitious effort to build on and enhance the political will in the country to create a new atmosphere of accountability, transparency, and good governance by strengthening anti-corruption efforts. The program takes both a sectoral approach to improve access to basic services (specifically focused on the power and education sectors), and a systems approach to strengthen anti-corruption public policies, practices, and legal frameworks.

Underpinning both approaches is the Media and Journalism (MAJ) strategy that aims to strengthen the accountability role of independent media and citizens, and to amplify the sectoral and the systems-level anti-corruption work. The MAJ strategy provides a unique opportunity for media houses, journalists, civil society, and academia to collaborate to tackle corruption.

As part of this strategy, Reboot hosted the Amplifying Accountability Bootcamp in Lagos from August 16 to 18, 2017. At this bootcamp, we sought to solidify connections between MAJ grantees to build a community of Nigeria's leading media practitioners and experts that can collaborate to address corruption in the power and education sectors. Given the scale of the challenge, an active "community of practice" is critical to amplifying the work of individual actors. We believe strongly that an organized and collaborative network can be greater than the sum of its parts.

In addition to the important work of community-building, the bootcamp also helped the MAJ cohort:

1. Develop a shared, empirically informed understanding of the opportunities, challenges, and pressures in the media ecosystem in which we operate;
2. Map and discuss each MAJ organization's areas of specialization, current activities, and upcoming interests and priorities;
3. Determine general areas of synergy within the cohort and specific opportunities for improving Nigerian media's impact on governance outcomes, specifically in power and education;
4. Discuss and strengthen skills to improve media's impact on governance outcomes, including ways to better connect with audiences, collaborate with civil society, and leverage new sources of data to improve reporting;
5. Surface, develop, and coordinate around opportunities for further collaboration within the MAJ cohort and beyond.

The fifth and final point was a critical accomplishment. The MAJ cohort identified and began early-stage designs for several key initiatives and/or opportunities they would like to collaborate on. Reboot has since conducted further analysis on the potential for impact and viability of proposed initiatives, and are recommending three for the MAJ's cohort's near-term work:

- Crowdfunding for Investigative Journalism
- Forging a Network to Defend Press Freedom and Independence
- Elevating the Technical Sophistication of Power & Education Coverage

This memo summarizes key takeaways from the bootcamp, as well as the resulting opportunities for improving the Nigerian media's impact on addressing corruption. It then outlines open questions the MAJ cohort and MacArthur should address to determine whether and how to advance on these opportunities, and proposed next steps for doing so. In the immediate term, Reboot is helping coordinate relevant conversations, which are expected to culminate in concrete commitments by early fall 2017.

Achieving such clarity on areas of coordinated action will be critical to organizing the efforts of the MAJ cohort, MacArthur, and external partners for greater collective impact.

## B. Highlights from the Bootcamp

The bootcamp experience, visualized in the image below, brought grantees together to surface bold ideas and initiatives to address the persistent threats that we face as a community of media practitioners in Nigeria. To take these ideas forward, we will need to collaborate more strategically and efficiently and broaden the circle of collaborators.



*Visual framework that guided the co-creation process at the Bootcamp.*

By the end of the bootcamp, participants expressed a better understanding of the bigger picture, more of a willingness to work together, and hope that we build on the outcomes that were developed. Reboot's synthesized recommendations for how to take these forward are included in the next section.

### Defining Purpose & Process

MacArthur's participation at the Bootcamp provided the history and rationale for the On Nigeria Program, putting in perspective the role of the MAJ cohort as an integral part of it's "big bet" on Nigeria. Oladayo Olaide, Deputy Director of MacArthur's Nigeria Office, put the event in perspective by sharing the story of MacArthur's grantmaking in Nigeria and how it has led to the current investment strategy of empowering cohorts in forging new ways of working together in order to better hold the government accountable. MacArthur's support includes grants to government, civil society, subject matter experts in power and education, and the entertainment sector. The goal is, by 2019, to see new ways of working begin to pay off in the form of more sustained engagement with citizens and



increased pressure on government. Two technical partners, Encompass and CAMRIS, will be supporting internally to help further define and measure results and impact.

Towards the end of the bootcamp, Amina Salihu, Senior Program Officer at MacArthur, reflected on the various lenses MacArthur is using to think about collaboration. Collaboration is a way to sustain audience engagement and galvanize energy around individual organizations' outputs. She encouraged us to be intentional about knowledge management with the rest of the cohort, creating new spaces for voices to connect. Collaboration is also a risk mitigation measure, to counter new threats due to increased investigative reporting around sensitive topics. She also reminded grantees to be proactive with updating the Foundation on any changes to work plans —because the context does evolve, and it is critical to incorporate lessons as they are learnt—to better achieve shared objectives.

### Identifying Key Challenges



*Collaborators working in groups to share challenges they face as media professionals and the impact these have on their organizations and journalism in Nigeria.*

We started off by aligning on the biggest challenges that the media faces in holding government accountable. Collaborators shared personal experiences to illustrate that these are in fact challenges we all identify with:

- **Compromised Editorial Positions:** Political ownership and connections, commercial considerations, and ethnicity and tribal allegiances lead to interference, bias and self-censorship in reporting;
- **Government Restriction of Press Freedom:** Government uses laws and regulations to create a veneer of legitimacy when cracking down on press freedom;
- **Evolving Audience Preferences:** Audiences are increasingly attracted to sensational headlines and shallow content, not complex governance stories. This results in low public awareness of governance challenges;
- **Capacity Constraints:** Inadequate, outdated, subpar training, recruitment, and pay practices lead to journalists that are under-skilled and vulnerable to corruption.

For all these reasons, journalists and media organisations struggle to challenge constraints on media (individually and as a community), leading to a negative downward spiral in press freedom and impact.

## Mapping the Nigerian Media Ecosystem

Tackling these issues requires a common understanding of the different MAJ organizations in Nigeria and how they fit together within the broader ecosystem. To do this, organizations were listed and mapped by different functional areas (those that support journalism, do journalism, and amplify journalism) and target audience (general vs niche). Interestingly, many MacArthur grantees work across multiple functional areas and tend to serve general audiences.

To the extent this ecosystem represents the full landscape, it suggests that media organizations in Nigeria are rarely targeting a niche audience, leaving ample room for growth through specialization and partnership with allies outside the media and journalism community. There is latent potential for further partnership with technical experts in the sectors we're focused on (e.g. academics, researchers, practitioners), communications partners (e.g. civil society groups, social media influencers, etc.), and even internal allies within government.

## Co-designing Ideas and Initiatives

Co-design is a collaborative approach to design, with accompanying tools and techniques, that helps organizations develop shared solutions by building buy-in from the beginning. Participants were introduced to a simple [design process](#),<sup>1</sup> and worked through a rapid co-design exercise with the aim of practicing new ways of problem-solving. It culminated in pitching ideas to each other and a panel of invited “social investors” from government, the donor community, and media.



*Dr Ruqayyah Yusuf Aliyu (BUK) presenting her group’s idea, ‘Investigative Journalism Training’ to a panel of judges: Dr Joe Abah (BPSR), Lamide Akintobi (Independent), and Amina Salihu (MacArthur).*

<sup>1</sup> Refer to Annex III: Double Diamond Design Process for the design steps and how they were used in the bootcamp.

The ideas that surfaced from the bootcamp are a demonstration of the potential we have as a cohort to overcome the challenges we face. The ideas are organized below, in order of priority of those most needed, as deemed by collaborators.

1. **Nigerian Media Treaty Organization:** Create a platform for media organizations to stand for and with each other against external oppression;
2. **Strengthening Journalism Training:** Collaborate with academic institutions and media outlets to come together;
3. **Nigerian Network of Investigative Journalists:** Access advocacy funds for investigative journalism, consider raising funds from citizens as well;
4. **Media Uncensored:** Set up an independent platform for hitherto suppressed or rejected news reports to be published;
5. **Media and Civil Society:** Arrange a meeting point for Civil Society and Media to meet and collaborate on issues as they arise;
6. **E-Monitor:** Develop a platform to aggregate all federal and state government data to make it readily accessible to all journalists;
7. **Media Brotherhood:** Hold the media accountable, watch the watchdog to support them as they keep the government to account;
8. **Crowdfunding for Development:** Source funds from people at the grassroots to pool resources beyond donor funding.

Working in teams, collaborators raised a number of ideas for fueling collaboration moving forward, and elements from these have been synthesized into the three key opportunities section of this document and recommended for near-term consideration. Another three promising opportunities were detailed out further in Annex II: Additional Opportunities for future consideration.

## Identifying Opportunities in Power & Education Reporting

Producing more compelling and impactful reporting on historically neglected sectors such as power and education in Nigeria is a daunting task. To understand this further, Reboot invited guests to share experiences from their work in these sectors, including advising on privatization reforms in the power sector and monitoring Kaduna state school feeding program. They advised collaborators to focus reporting to a specific “niche”, partner with subject matter experts and civil society, and align strategically with government priorities and timelines.

**Covering Corruption in the Power Sector:** Professor Chidi Onyia, Lead Strategy Advisor on the Power Sector Recovery Programme for the Federal Government and for the World Bank, engaged collaborators in a lively expose of the reasons why the privatization of the power sector has failed to deliver results in spite of significant investment and shared his advice to journalists as they seek to produce more compelling coverage of the power sector. The privatization of power has caused the sector to become even more complex, and it is challenging to wade through the technical jargon and break it down for average Nigerians. To make headway, he advised journalists to pick a niche—e.g. procurement in the Transmission Company of Nigeria (TCN), or data management at the Nigerian Electricity Regulatory Commission (NERC)—and go deeper. He also suggested engaging with technical experts working on the new Power Sector Recovery Program (PSRP), a collaboration with the World Bank to set the sector reform agenda over the next few years.

**Covering Corruption in the Education Sector:** Mr. Emmanuel Bonet, the Executive Director of Aid Foundation, facilitated an interactive session based on his experience analyzing education budgets,



including monitoring and reporting on the Kaduna state school feeding programme. The session also served as a time for collaborators working on education reporting, including Motunrayo Alaka of WSCIJ and O’Femi Kolawale of Cable Foundation, to learn from each other.<sup>2</sup> As a seasoned civil society member, Mr. Bonet, shared practical experiences to highlight ways in which civil society and media can benefit from working together towards accountability in the education sector, including successes recorded in stalling widespread corruption in the school feeding program. He advised journalists to see civil society as partners and work closely with them, adding that civil society can bring outreach, advocacy, and the engagement to increase the relevance of media’s coverage.



*Professor Chidi Onyia (Power Sector Recovery Program), involving fellow facilitator, Hamzat Lawal (CODE), to illustrate how corruption happens in the power sector.*

## **Strategies for Engaging Audiences and Empowering Citizens**

The bootcamp also featured multiple sessions intended to identify approaches and tactics for audience (citizens, civil society, and government) engagement to enhance the relevance and impact of reporting. The invited guests that facilitated these sessions all aligned on the following key principles:

- Know your audience intimately to ensure reporting resonates with them as citizens;
- Know your topic intimately to ensure you can craft accurate, nuanced, and sustained coverage from complex issues;
- Ensure citizens are Educated (informed through news and mentoring), Edified (have the full context), and Empowered (understand what actions they can take);
- Wield your power responsibly. Media exists to check and balance the power of government, to drive agendas, shape conversations, and provoke action—but it must be done in a fair, objective, and constructive manner;
- Invest in outreach and community engagement to bring the story to your audience;
- Build partnerships with civil society and other media organizations to ensure you have access to expertise and to amplify the reach and relevance of reporting.

---

<sup>2</sup> See Annex I for bios of participants.

**Activating Citizens:** By reviewing Tiger Eye’s investigation into judicial corruption in Ghana, bootcamp participants explored strategies to ensure consequential reporting has a direct impact on governance. Reporting must be framed in a way that makes it relevant to citizens’ lived experience. Ghanaians had been widely impacted by corruption in the judiciary, leaving those unable to pay bribes to judges languishing in jail. Impactful investigative reporting not only highlights and educates, it also creates agency for the audience. In this case, the government was moved to respond, firing at least 34 judges.

Perhaps more importantly, this discussion revealed the importance of community engagement by media organizations. Tiger Eye prioritizes community engagement to maximize the reach and impact of its investigative journalism. The initial launch event of this particular broadcast story garnered 20,000 attendees, a testament to the importance of this issue and Tiger Eye’s efforts to ensure it generated pressure on government. While communications may seem outside the traditional purview of media organizations, amid a noisy news environment, they need to invest in communications and community outreach in order to achieve the impact they desire.

**Pushing the Story:** Hamzat Lawal of Connected Development shared his strategies for engaging audiences and fostering change through greater transparency. For Hamzat, building trust with the subjects of a story is critical to its relevance and impact. Reporters must go to the field, engage with people in their communities, and show genuine concern and empathy. Doing so requires sustained engagement with the topic, subject, and audience.

To move government, he highlighted the importance of using evidence—e.g. photos, budgets, public statements—to hold government to account. Echoing a key message from Tiger Eye, it also involves public outreach, including strategies to ensure issues reach and remain in the public eye, through online influencers, partnerships with civil society, and direct government engagement.

**Activating Government:** This session, featuring Dr. Joe Abah, Adebola Williams, Lamide Akintobi, and Amina Usman, initially focused on how to engage government. What emerged was the importance of the connection between media and citizens to activate government. By creating objective, constructive, and relevant content, media organizations empower their audiences to demand better governance. To do so, media need to know its audience—their needs, challenges, frustration, and capabilities. They also need to know government, and how it works, so that media can moderate expectations and empower citizens.

**Data Driven Journalism:** Yomi Kazeem of Quartz Africa introduced grantees to how they can actually use evidence, in this case quantitative data, to enhance the impact of a story. His training session on Quartz’s free chart building platform, Atlas<sup>3</sup>, introduced the MAJ cohort to core principles of data visualization, such as selecting credible data sources and validating methodology, combining visual elements and written descriptions to enhance the power of communications, and selecting appropriate formats for visualizations.

---

<sup>3</sup> Made possible by a grant from Code for Africa.





*From left to right - Lamide Akintobi, Adebola Williams, Amina Salihu, Dr Joe Abah, Asch Harwood (moderator) - discussing tactics for activating government audiences from the perspectives of media, civil society, and government.*

## C. Key Opportunities

The bootcamp surfaced a number of exciting ideas, which were further analyzed, refined, and built out by Reboot. Below are three opportunities that i) garnered significant interest from the MAJ cohort; ii) showed promise based on expert input; iii) can help amplify the impact of the On Nigeria program; iv) take advantage of the diversity, expertise, and resources of the cohort; and v) may be operationally and financially feasible. These opportunities will naturally be refined based on further dialogue among the MAJ cohort and with MacArthur.

### 1. Crowdfunding for Investigative Journalism

**Summary:** Pitched by participants as a “Nigeria Fund for Investigative Journalists,” we recommend exploring the viability of crowdfunding independent investigative reporting. There is a need for new and sustainable revenue sources, as public interest media organizations struggle to compete with politically connected and tabloid media houses. Crowdfunding globally is reportedly over \$34 billion USD a year.<sup>4</sup> In Nigeria, one estimate suggests that \$7-8 million USD was raised via crowdfunding, with almost a million from donation-based crowdfunding.<sup>5</sup> Clearly, this is an underdeveloped arena with tremendous potential. Next steps would be formative research and testing for this initiative; further development and implementation may require additional resources.

**Challenge Addressed:** Compromised editorial independence as a result of government’s economic influence on media houses was the top concern for the MAJ cohort. At the same time, low pay for journalists creates incentives for corruption in the media, where journalists accept “brown envelopes” in return for favorable coverage. Participants expressed a need to diversify funding streams and

<sup>4</sup> Chase Barnett, Trends Show Crowdfunding To Surpass VC In 2016. Forbes. June 9, 2015. <https://www.forbes.com/sites/chancebarnett/2015/06/09/trends-show-crowdfunding-to-surpass-vc-in-2016/#62bd60004547>  
<sup>5</sup> Suzanne Wisse-Huiskes, Crowdfunding Potential for Nigeria: Report 2017. Crowdfunding Hub. Scribd. March, 2017. <https://www.scribd.com/document/345179385/crowdfunding-potential-for-nigeria-2017-crowdfundinghub>

develop a vested interest among their audience in investigative and public interest journalism. Audiences have become more and more accustomed to not paying for information, a challenge media faces globally, and Nigeria is no exception. For instance, participants cited the failures of ‘paywalls’ for content in Nigeria.

Nevertheless, given Nigeria’s large and growing population, especially its middle class, entrepreneurial culture, and increasing digital access, crowdfunding could prove to be a powerful source of income for public interest media organizations.

**Builds On:** The Foundation’s three-year MAJ investment provides a runway for organizations to experiment with alternative business and revenue models that can provide them with greater editorial independence, and that can fund the deeper investigative work that is critical in tackling corruption.

Ordinary Nigerians, however, may be a promising, sustainable, and independent source of funding. The number of people in Nigeria with an understanding of the importance of independent journalism, and the means and interest to contribute in small ways to advancing it, is increasing. In the long-term, crowdfunded journalism could also increase audience interest in and engagement with journalism, and media organizations’ incentive to cover issues that are most important to citizens. (Indeed, the argument has been made convincingly that crowdfunding has the power to enhance community between funder and funded.)<sup>6</sup> Together, this can grow the political relevance and salience of reporting and, as a result, its potential impact.

**Recommendation:** Considering the need for sustainable funding and the potential impact, we believe this idea could be transformative for independent media in Nigeria, though it will take several rounds of design and testing to determine its feasibility and optimal model. We recommend conducting a rapid feasibility study to survey the landscape and explore any existing crowdfunding mechanisms in Nigeria and internationally. The study could also identify key risks and other considerations to inform the focus of a more in-depth formative research study. The formative research will be critical to understand citizen’s’ interests, resources, and constraints as they relate to contributing to crowdfunded journalism; this can inform the design of a platform that responds to market realities. Formative research and testing among media organizations and journalists will also be critical to determine how to set editorial priorities, distribute resources, and coordinate work. If the formative work results in a recommendation to move forward, further resources would be needed for the development, launch, and maintenance of the initiative.

## 2. Forging a Network to Defend Press Freedom and Independence

**Summary:** Described as the “Nigerian Media Alliance Against Government Suppression” and the “Nigerian Media Treaty Organization,” Reboot recommends building a formal organization for independent media and journalists to protect press freedom and resist government intimidation by tracking and responding to government interference in a coordinated and sustained fashion. This opportunity provides a pathway for formalizing collaboration amongst MacArthur grantees around a felt need, and could be coordinated, at least at first, by Reboot within its existing role.

**Challenge Addressed:** Government interference and intimidation emerged as one of the most frequently cited challenges to an independent media. Participants shared examples of frivolous

---

<sup>6</sup> The Unique Value of Crowdfunding Is Not Money — It’s Community. Harvard Business Review, April 2016. <https://hbr.org/2016/04/the-unique-value-of-crowdfunding-is-not-money-its-community>

lawsuits, surveillance, public attacks on media credibility, threats of violence, and unwarranted arrests. The result is a chilling effect on reporting and self-censorship—and government interference is only likely to increase as the 2019 elections approach.

**Builds On:** The investment MacArthur has made in the MAJ cohort creates an enabling environment for organizations to commit to allying to protect each other from shared existential threats. The alliance can also leverage the Foundation’s other grantees to involve civil society organizations working on similar issues, who are also facing similar challenges in engaging government.

The approaching elections, and the government’s increasingly overt efforts to restrict freedom of the press and civil society, create a growing need for a measured response from the MAJ cohort and allies. For instance, MAJ partners raised concerns over the recent closed-door meetings between the National Broadcasting Commission (NBC) and radio houses around censoring citizen call-ins under the guise of hate speech. Beyond direct action around issues such as this, this alliance could deter government intimidation in the long-term by raising the costs for government to engage in anti-free press actions. In turn, this would disperse the risk to media for revealing corruption, and mitigate the need for self-censorship.

**Recommendation:** Based on a preliminary assessment of the challenge, the potential for impact, and interest from MAJ collaborators, a version of this network is possible and warranted, though versions of this idea have been tried before with mixed results. Pending tentative alignment with MacArthur and the cohort, Reboot proposes to first conduct a rapid feasibility study to review existing models (e.g., alliances in Nigeria and similar contexts, and international alliances), and explore the operational factors and risks of establishing a new alliance, including sustainability. The results of the study will help set expectations on commitments and investments required from the MAJ cohort (and beyond) for this to be successful, and provide time for reflection, and testing on a small scale, for instance around a specific issue. From there, if pilot outcomes seem promising, the next stage will be a design sprint with MAJ collaborators to build out the alliance model—e.g. governance structures and processes, membership criteria, activities, etc.

### 3. Elevating the Technical Sophistication of Power & Education Coverage

**Summary:** Building on multiple ideas for journalist training, Reboot recommends developing a menu of technical resource and support offerings (e.g. roundtable series, an expert advisory committee, programmatic partnerships and briefings) to improve the analytical depth and political salience of reporting on corruption in the power and education sectors. This opportunity enables grantees to focus their work on accountability in key government institutions that deliver basic services that Nigerians rely on most. This could potentially be done largely through existing activities of MacArthur grantees—both the MAJ cohort, and through partnerships with the Power and Education (P&E) cohorts—however, additional resources may be needed for convenings.

**Challenge Addressed:** The factors that enable and sustain corruption within Nigeria’s power and education sectors are hugely complex. Understanding these factors requires a grasp of relevant historical developments, legislative frameworks, public finance, networks of public and private institutions and actors, socio-cultural factors, and economic policies and structures. Producing reporting that can help move the needle on corruption in these sectors requires not just fluency in these topics, but an understanding of current developments and initiatives in each respective sector. This allows reporting to be tied to—and a tool to advance—initiatives for change.



At the Bootcamp, Professor Chidi Onyia’s session, “Understanding Corruption in the Power Sector”, covered several of these topics in the power sector, albeit at a high-level. The MAJ cohort’s response was overwhelming: A deeper understanding of these topics is critical if they are to be effective in covering power sector reform. Yet given the complexity of the sector, it is difficult for individual journalists to build this expertise. A more efficient way to develop this expertise, at the level it is needed for reporting, would be to develop a menu of external technical resource and support options for journalists to draw on.

**Builds On:** The investments that MacArthur’s On Nigeria program have made into improving service delivery in the power and education sectors make it an opportune time for Nigerian media to report more critically and comprehensively on the sector. With recently launched high profile initiatives such as the World Bank’s Power Sector Reform Program (PSRP), more frequent and granular media coverage can increase both the political incentives for government actors to deliver on the promise of these initiatives, as well as the political risk of not doing so.

Such an effort can also build upon and amplify the work of MacArthur’s P&E grantees. As MAJ grantees step up their monitoring role, this can give further urgency and credibility to the proposed reforms and efforts from the P&E cohorts, and tap further into the potential for synergy between organizations within the On Nigeria program.

**Recommendation:** Given the benefits of focusing on accountability around public services that are most critical to Nigerians, Reboot recommends working with the P&E grantees to develop this menu of technical resource and support offerings. In doing so, Reboot may be able to propose a schedule of events that, to the extent possible, are built off activities already on the grantees’ work plan.



*From left to right: Roqeebah Olaoniye (YNaija), Oluwaseun Akinfolarin (Sahara Foundation Civic Media Lab), Theophilus Abbah (Daily Trust Foundation) discussing the outputs of a group activity.*

## D. Open Questions

The AA bootcamp surfaced some promising opportunities for advancing the quality and impact of Nigerian media in addressing corruption. Yet, some significant open questions remain to determine which opportunities the MAJ cohort should move forward on, and how it will do so. From a planning perspective, MacArthur may need to respond to some of the questions addressed at the Foundation first, before the MAJ cohort can address theirs and Reboot can advance on planning.

Specific questions for each stakeholder include:

For the MacArthur Foundation

- What degree of latitude can the MAJ cohort and technical partners expect in updating existing proposals and workplans, and refocusing efforts towards bigger, sector-scale opportunities (e.g. those presented in this memo)?
- To what extent is the Foundation interested in collaboration between the MAJ and P&E cohorts, and can the Foundation facilitate such collaboration?
- To what extent do the P&E cohorts have the interest, latitude, and resources to support efforts by the MAJ cohort to amplify the impact of their work in the power and education sectors?
- Would the Foundation be willing to invest in a big bet (e.g. implementation of a crowdfunding platform for investigative journalism) and/or additional support the MAJ cohort may need (e.g. technical resource and support offerings for power and education reporting)?
- What is the specific scope and range of support possible by technical partners such as Encompass and CAMRIS?
- To what extent is MacArthur interested in and willing to lead on efforts to engage and coordinate with other funders that may be interested in supporting some of these efforts?
- Would the Foundation be willing to make time for the MAJ cohort to meet to further review and discuss these opportunities for collaboration (e.g. facilitating time around the annual review meeting)?

For MAJ Cohort

- What are each organization's interests in each of the three opportunities listed? Specifically:
  - What is the level of i) leadership support for, and ii) operational support available for each of the opportunities?
  - What are the opportunities in which each organization may be interested and/or operationally able to play a leadership or support role?
- Beyond the three key opportunities presented, what is each organization's interest in and operational capacity to take forward some of the other opportunities (listed in the Annex) that also have high potential for impact, but which may not require mobilization of the full cohort?
- Based on the answers to the previous questions, to what extent does each organization need to update or refocus its work under the MAJ grant? Is the process for doing so with MacArthur clear, or does it require further conversations with the Foundation?

Reboot will take the lead on working with both MacArthur and MAJ partners to address some of these questions. Beyond Reboot's facilitation role, however, each organization will need to convene internal dialogues at both the strategic and operational levels, to arrive at some of these answers.

It is hoped that all actors will be able to have a strong sense of their responses to these questions by late September, using the MacArthur grantee convening as a milestone, so that forward planning can occur in October and November 2017.



*Faith Dafe Joseph (Lagos Talks) and Tolulope Adeleru Balogun (Nigeria Info) adding their experiences as radio presenters.*

## E. Next Steps

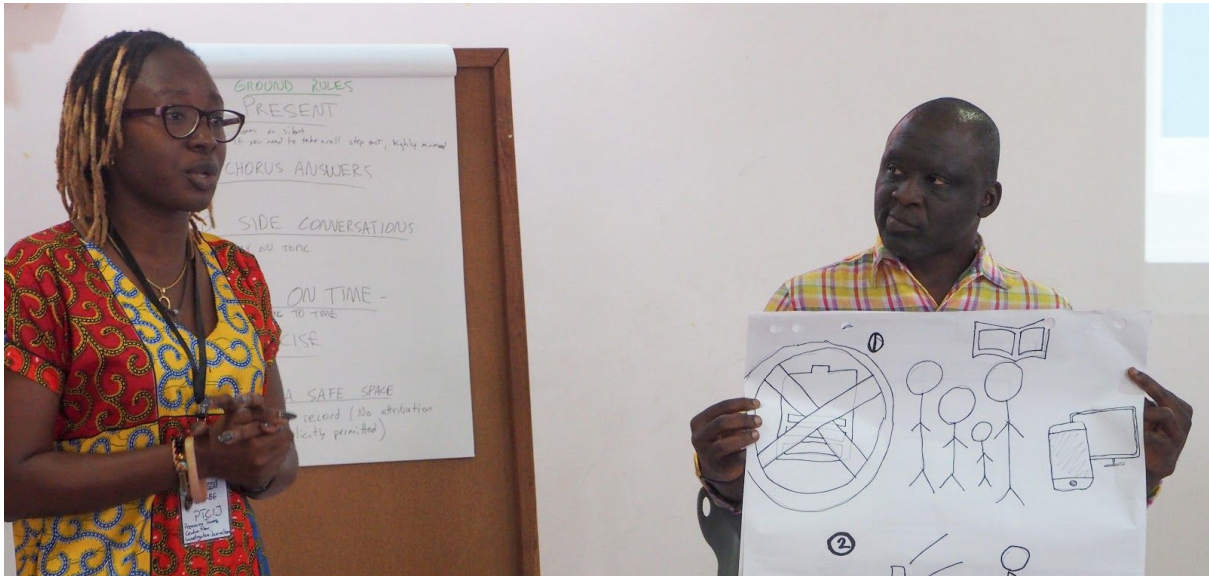
For many participants, the bootcamp was different than any other workshop they had attended. It was designed to be different because its aim was to catalyze ways of working together that have not been done before. Reboot proposes the following next steps to build on this momentum:

- **Sep 14 - Sep 26 | Planning:** In preparation for MacArthur's convening at the end of September, Reboot, MacArthur and grantees should assess these opportunities against their existing work plans, resources, and capacity to decide how each can be involved in taking these ideas forward. Reboot will focus on updating our work plan accordingly and outlining proposed feasibility approaches for relevant opportunities. During this period we will seek feedback on the opportunities and open questions from MacArthur and MAJ collaborators.
- **Sep 27 - Oct 27 | Rapid Feasibility Assessment:** Based on feedback from participants, Reboot will conduct a feasibility assessment of each opportunity. The methodology for each will be tailored to the different research objectives, however the general approach will likely involve literature reviews and interviews with key informants in the broader media landscape in Nigeria. Reboot will use this time to ensure we are designing based on a broader understanding of the landscape.
- **Oct 30 - Dec 1 | Research & Design Sprint:** The feasibility assessment will determine which



opportunities we move forward on first, and what we will aim to achieve through a rapid research and design sprint. For instance, Reboot may default to conducting a first round of user research on crowdfunding for investigative reporting. However, pending uptake by MAJ collaborators, it may involve working together to test out a media alliance model to support a member of the cohort facing government intimidation.

- **Dec 4 - Dec 15 | Looking Ahead to 2018:** The month of December will be focused on taking stock of progress, reporting, and updating Reboot's workplan for 2018 based on lessons learned to date. We look forward to aligning with MacArthur and grantees during this process.



*Oluwatosin Alagbe of Premium Times Center for Investigative Journalism describing the unique value her organization brings to Nigeria's media landscape and the MAJ cohort, assisted by Emmanuel Bonet (Aid Foundation).*

## F. Annex

### Annex I: List of Collaborators and Bios

Participants in the bootcamp were:

**Motunrayo Alaka | Centre Coordinator, WSCIJ:** Motunrayo has been at WSCIJ for 8 years, and currently leads her team's Regulators Monitoring Program (REMOP), focused on education and power. She enjoys training reporters on covering gender-related issues, and speaks regularly on journalism in Nigeria. Motunrayo has a BSc in Political Science from the University of Ado-Ekiti and a MA in Diplomacy and Strategic Studies from the University of Lagos.

**Yakubu Afuye | IT Officer, WSCIJ:** Yakubu has been working at WSCIJ for about 12 years, contributing to research, project planning, execution, monitoring and management. He is currently working on the REMOP initiative, aimed at improving proactive disclosure of information transparency and accountability among regulatory institutions and the reportage of basic education and electricity sectors in Nigeria.

**O'Femi Kolawole | Programme Director, Cable News Foundation:** Award-winning journalist and writer with over 15 years of experience in media. He is the convener of Posterity Media Business Forum (PMBF), a platform which brings together leaders and professionals from the public and private sectors, academia, civil society and media to discuss and proffer creative ideas towards solving Nigeria's development and socio-economic challenges. Earlier, he was Programme Associate, Research and Communication at Journalists Against AIDS (JAAIDS) Nigeria, where he analyzed reporting on HIV/AIDS in the media as part of a monthly media monitoring service.

**Femi Owolabi | Head of Investigation, Cable News Foundation:** Femi is dedicated to the practice of journalism with a firm belief in its far-reaching power to positively shape society. In a professional journey that took off on a freelance platform, Femi's career quickly expanded to include established media platforms, featuring notable projects on security, education, corruption, among others, for which he has received prestigious recognitions and awards. Of particular note is his series of investigative work on the Boko Haram insurgency and the associated issues surrounding the IDPs, the military, and the reconstruction effort.

**Theophilus Abbah | Editor, Sunday Trust:** Theophilus began as an international affairs reporter with the newspaper Punch Limited in Lagos. As Chief of the Investigative Desk for Media Trust Limited, his work exposed a move by former President Olusegun Obasanjo to set up radio and television companies using proxies; showed fraud in the National Judicial Institute; and documented the misuse of debt relief funds. He is a recipient of the Forum for African Investigative Reporters Editor's Courage Award, and a finalist in 2012 WSCIJ Award in the print category, for his story about rich Nigerians who owned companies that engaged in fuel subsidy fraud.

**Imam Shuaib | Head of Corporate Affairs, Daily Trust Newspaper:** Imam's brief includes corporate and business communications, planning, development of business proposals, protocols, assessment of business proposals, events planning and management. He is the Program Officer of the Daily Trust Foundation in charge of MacArthur Foundation Grant, and is in charge of planning and leading training programmes, liaising with relevant organizations and bodies, and keeping tracks of investigative reports, among others. He is a graduate of Economics with an MSc in Economics in

progress.

**Dr Ruqayyah Yusuf Akiyu | Lecturer in the Department of Information and Media Studies, BUK:**

Ruqayyah's research interests revolve around Media Freedom and Responsibility, and she teaches Media Law and Ethics, Creative Media Writing, News Reporting and Writing as well as Public Relations. Ruqayyah has been a lecturer for six years now, and before that served as a reporter with Daily Trust Newspapers for three years. She consults with NGOs, specializing in research and communication. She has a PhD in Mass Communication from BUK.

**Dr Usman Ibrahim Abubakar | Senior Lecturer in the Department of Mass Communications, BUK:**

Usman's research and teaching interests are in the areas of Organizational Communication, Marketing Communication and Media Studies. He is an associate member of the Nigerian Institute of Public Relations and Association of Communication Scholars and Professionals of Nigeria. He studied at BUK, and University of Maiduguri.

**Tajudeen Suleiman | Director of Projects, ICIR:**

Tajudeen joined ICIR in 2016 as Editor of its news website, and was promoted Director of Projects in May 2017 to oversee all the donor-funded projects. His illustrious journalism career began in 1995 with The News Magazine in Lagos. Since then he has covered various regions of the country, working at Punch, and TELL Magazine, Nigeria's leading news weekly magazine, where he was promoted to Associate Editor, Abuja. In 2014 he was nominated for the Nigeria Media Merit Award in 3 categories.

**Gloria Agema | Senior Program Officer, ICIR:** Gloria has 8+ years of experience working with CSO's and government on data driven programming, research, good governance, gender mainstreaming, election monitoring and media. She received a merit award from the National Democratic Institute for her contributions during the 2015 National Election. Gloria graduated with a degree in Political Science from Benue State University and has a PGD in Housing and Urban Development from the Erasmus University, Netherlands.

**Oluwatosin Alagbe | Technical Lead, PTCIJ:** Tosin holds a BSc in Computer Science from Bowen University Iwo, Osun State and an MSc in Information Engineering with Network Management from Robert Gordon University, Aberdeen.

**Olumuyide Temitope | Production Manager and Team Leader for SaharaTV, Sahara Reporters:**

As a student activist at the University of Lagos, Olumiyide participated in Nigeria's pro-democracy movement that led to the end of military rule. He joined the Local Government Council as an Administrative Officer before leaving due to the level of corruption by local officials. He turned to independent media, developing experience in traditional and digital formats, and now oversees the production of SaharaTV's production from development to filming to the finished on-air production.

**Akinfolarin Oluwaseun | Team Lead, Civic Media Lab:** Before devoting his time entirely to media and journalism technology, Seun served as the Technology lead at WANGONeT, an NGO focused on ICT for development. He has worked with Georgia Tech University to implement YarnForYarn, a project that elicited political commentary from the grassroots, and ICIR, to implement a project for increasing the quality of health sector reporting by Journalists. He studied Electrical Engineering and Computer Technology at Obafemi Awolowo University and grew his film making passion at the New York Film Academy.



**Latif Abubakar | Head of Community Engagement, Tiger Eye:** Latif is a playwright and Project Manager with experience across both public and private sectors. He has almost ten years of professional work experience as a project and risk management consultant and trainer. Latif has also staged ten plays as a playwright. He brings together over ten thousand Ghanaians together as part of his Festival of Stage Plays, which are held in different regions in the country. Latif joined the Tiger Eye Foundation in 2013 as head of programming and community outreach. His work involves building sustainable grassroots support for the foundation's set of initiatives; as well as fostering collaboration between the foundation, government and civil society organizations.

**Selase Kove-Seyram | Strategy and Operations Lead, Tiger Eye:** Selase is a digital content producer and freelance journalist with over ten years of experience across editorial and commercial fields. He tells stories - using a combination of words, intuition, photographs, video, audio and interactive graphics - for individuals, corporate institutions and news organizations, specializing in the production of investigative current affairs documentaries, many of which involve secret filming and dogged investigations. Selase holds an MSc in Journalism from Columbia University, NYC, and a diploma in Development Journalism from the Indian Institute of Mass Communication, New Delhi.

## Invited Media Guests

The following guests were invited for the first day to enrich the conversations around challenges, ecosystem mapping and surfacing preliminary opportunities:

- Jumoke Adekanye: Freelance Journalist and Blogger at araba.com.ng
- Roqeebah Olaoniye: Assistant Editor at YNaija
- Ifeoma Ononye: Senior Reporter at Daily Independent
- Roseline Okere: Energy Editor, The Guardian
- Tolulope Adeleru Balogun: Presenter, Cross Fire on Nigeria Info
- Abdulsemihi Oladele: Freelance journalist for Daily Trust, Business Day, and Freedom Online
- Faith Dafe Joseph: Presenter at Lagos Talks

## Experts and Facilitators

We were grateful for the support of the following experts and facilitators:

- Professor Chidi Onyia: Lead Strategy Advisor on the Power Sector Recovery Programme for the Federal Government and for the World Bank
- Emmanuel Bonet: Executive Director, Aid Foundation
- Dr Joe Abah: Former Director General, Bureau of Public Service Reforms
- Yomi Kazeem: Reporter and Trainer, Quartz Africa
- Hamzat Lawal: Chief Executive Officer, Connected for Development
- Lamide Akintobi: Independent presenter and producer
- Adebola Williams: Managing Partner, Red Media Africa
- Dayo Olaide: Deputy Director, Nigeria Office, Macarthur Foundation
- Amina Salihu: Senior Programme Manager, Macarthur Foundation

## Annex II: Additional Opportunities

In addition to the three key opportunities surfaced, there were several other promising opportunities that emerged. These may be taken forward by individual MAJ organizations or carried forward via other initiatives. They are captured here to inform other such conversations:

### Opportunity 1: Media Uncensored

**Summary:** An independent platform for publishing investigative stories that have been rejected by other outlets because of sensitivity, suppression, or prevailing interests. Nigeria, with its complex and competing political, tribal, and economic interests makes this a viable opportunity.

**Challenge Addressed:** To mitigate self-censorship by ensuring there is a place to publish stories, while spreading the risk by backing the platform with multiple media owners.

**How It Would Work:** Media Uncensored derives its credibility from a high profile board of media owners and editors, and by-lines are anonymous. It would house a group of already-affiliated journalists or freelancers, held to the highest standards.

**Key Next Steps:** Aggregation of media interested in the venture, documentation of guiding principles for the group, creation of governance structure, research within the media to test viability/uptake, etc.

**Open Questions:** How to build credibility? How to ensure anonymity and security of original owners of pieces? Criteria for acceptance of stories? Editorial and managerial capacities?

### Opportunity 2: Independent Ombudsman

**Summary:** An intermediary mechanism through which differences/friction between the government and media outlets can be resolved.

**Challenge Addressed:** to reduce government interference by providing a formal path for mediating grievances.

**How It Would Work:** The idea is to give the government a “valve” to address grievances with reporting without resorting to intimidation and interference. It is also a platform for citizens to table dissatisfaction with news reports.

**Key Next Steps:** Research into media habits, censorship, and the operation of ombudsmen in different countries (on the continent and beyond). Draw up a list of questions to be answered by government, media owners, editors/heads of newsrooms, etc.

**Open Questions:** What would be the remit of their operations? How to get them recognised by government? How to avoid government interference and infiltration? What would be the guiding principles for the body? How would their operations be binding on the ecosystem? Is there any capacity for regulation and negotiating with government? What happens to already existing government regulatory agencies? How to ensure their roles are not conflated?

### Opportunity 3: Platform for Coordinating and Scaling Trainings

**Summary:** A collaboration mechanism to coordinate, document, and scale trainings for investigative journalists. This platform will also feature an online curated educational series providing insights on investigative journalism.

**Challenge Addressed:** Multiple grantees are holding several trainings around the same subject, often featuring the same trainers, or even the same trainees. There isn't any coordination, there is some duplication, but also resources aren't as well-spread within the industry as possible.

**How It Would Work:** There would be a shared database of training courses, facilitators, and attendees, open to editors/heads of newsrooms to update. The content could either take the 'TedX' like story telling approach or could be a more formal Massive Open Online Course (MOOC). This would democratise information, close the training gaps, and could be a revenue generator, depending on the structure.

**Key Next Steps:** Convene a meeting between investigative journalism practitioners, editors, heads of media faculties at universities, trainers, and some trainees. Share the idea and set up parameters.

**Open Questions:** Who would feel the most threatened? How would you replace the funding media receives to conduct these trainings? How do you encourage uptake at universities? How would you ensure updated learning resources?



## Annex III: Double Diamond Design Process

The Double Diamond design process, from the Design Council, UK, is a simple, generic design process, applicable for interdisciplinary co-design processes with participants who are relatively new to structured design thinking. Reboot shared this model with collaborators to break down the co-design process into steps, starting with the challenges they face, all the way to selecting which ideas to take forward. Participants expressed interest in incorporating the Double Diamond model into their work moving forward. As such the four phases of the process are included here with reference to how these steps were followed in the bootcamp, as a concrete example:

1. **Discover** - Designers try to look at the world in a fresh way, notice new things and gather insights. The collaborators created a space for ideas; what would an ideal working situation look like? Where did everyone see themselves in that?
2. **Define** - The second quarter represents the definition stage, in which designers try to make sense of all the possibilities identified in the Discover phase. The goal here is to develop a clear creative brief that frames the fundamental design challenge. Collaborators moved to the challenges inhibiting the ideal work situations, isolating priority needs to be addressed.
3. **Develop** - The third quarter marks a period of development where solutions or concepts are created, prototyped, tested and iterated. This process of trial and error helps designers to improve and refine their ideas. The collaborators worked in groups to develop multiple prototype solutions based on the opportunity areas identified.
4. **Deliver** - The final quarter of the double diamond model is the delivery stage, where the resulting project (a product, service or environment, for example) is finalised, produced and launched. This stage saw the final ideas going through more testing, more refinement, etc. Here collaborators focused on the final concept is taken through final testing, signed-off, produced and launched.

