

Annual Report 2017



Director's letter

Strengthening media in 'interesting times'

In this era of fake news, trustworthy journalism is essential. **frayintermedia's** mandate to improve the quality of journalism means this challenge must be addressed within a multi-platform environment in a media landscape marked by shrinking revenues.

Even as we encourage media to respond to the challenge of change, **frayintermedia** has also responded to these challenges to ensure that our training remains relevant in terms of the content and the platforms on which we engage our public.

During the year under review, **frayintermedia** expanded its global footprint – taking our training that is already presented in sub-Saharan Africa and MENA to South America and South Asia as well as presenting our work to a global online audience.

We remain committed to women's leadership with sustained training and coaching programmes for various international organisations. As such, I was pleased to be the co-host of the inaugural Women in News Conference ahead of the World Association of Newspapers and Publishers (WAN-IFRA) Global conference in Durban, South Africa, in June. More than 300 women editors, managers, owners and journalists crowded into the session where we spoke of the unique challenges of changing the media landscape.

We were a proud partner of the Global Investigative Journalism Conference, which was held at Wits University in Johannesburg, South Africa, where we interacted with more than 1,200 of the world's top investigative journalists. Prior to that we partnered with the International Women's Media Foundation for special investigative leadership training with senior women journalists from throughout the continent. We also hosted a **#virtualtownhall** to discuss "whistle-blowers and sources" with the award-winning amaBhungane Centre for Investigative Journalism. This can be viewed on our social media platforms.

Our flagship research project, African Journalists on Social Media, gave us a baseline survey that we will continue to build and use to guide our training development. To this end, we have produced, tested and revised our online learning programmes to give journalists convenient options for ongoing learning. While our Press Code e-learning programme is largely focused on South Africa, our Introduction to Media Management course has been tested in seven African countries with notable results. We have developed a range of other programmes with a global focus.

Changing the African narrative means rethinking what stories are told and how they are told. **frayintermedia** has supported development organisations across the continent to improve the way they communicate their messages to local and global audiences.

We live in interesting times. At **frayintermedia**, we see this as an opportunity to initiate ongoing improvement in the media landscape.

Paula Fray, Managing Director



VISION

To be the leading pan-African communications training company that redefines the African story

MISSION

We aim to:

- Prepare journalists for a multi-platform environment
- Build the capacity of a new cadre of leaders
- Support innovative programmes for change

VALUES

- Excellence
- Integrity
- Innovation



Multimedia

Good multimedia really can work miracles. It makes the difference between a technical report, and a thrilling intellectual experience. Similarly multimedia can put the final touch on an organisation's image, distinguishing a world-class brand from a lacklustre one.

Our multimedia unit uses the latest innovations in technology and digital storytelling to produce and package content for your audience. The team develops elegant solutions to problems ranging from informed report design, to national radio campaigns and regional video projects.

Some highlights...

Digital Video for Social Media

In 2017, **frayintermedia** had the pleasure of executing several different video contracts for the Health Systems Trust (HST). We travelled the country filming interviews with high-ranking members in public health, and created visualisations of research to commemorate the launch of the 20th Edition of the South African Health Review. Most recently HST contracted **frayintermedia** to produce a promotional video, incorporating motion graphics, archive footage, and text on video, to create a product that is ready for wide-scale distribution as part of a digital social media campaign.

Telling Stories of Change

In March 2017, **frayintermedia** was contracted by the **African Women's Development Fund (AWDF)** to document the successes of beneficiary programmes. A four-person **frayintermedia** team produced six custom designed case studies for research and reporting use, using a combination of new and existing content to produce three videos within a limited timeframe. These were combined and published for free public use, in support of the development of women across Africa.

Live Streaming

amaBhungane approached **frayintermedia** with a problem – the last time they held a 'Town Hall' or public discussion to discuss their award-winning investigative journalism, paid political protesters disrupted the community event. To address this, **frayintermedia** conceptualised and produced, what we termed, a **#VirtualTownHall** or a digital live-stream featuring a Q&A with the amaBhungane investigative team. This removed the risk of disruption at the event, as well as physical barriers to participation. Spectators from across the country tweeted and commented on the stream in real-time. On November 15, 2017 the **#VirtualTownHall** hashtag trended on Twitter. To date, the video archive on YouTube has been viewed more than 550 times, without needing to invest in a paid promotion.

Innovative Storytelling on a Learning Platform

Launched in September 2017, **fray.news** is a digital news space, seeking to develop innovative ways of telling everyday news. The goal of the site is to provide broad news coverage and analysis, looking at events affecting the whole world, but with a strong emphasis on African events.

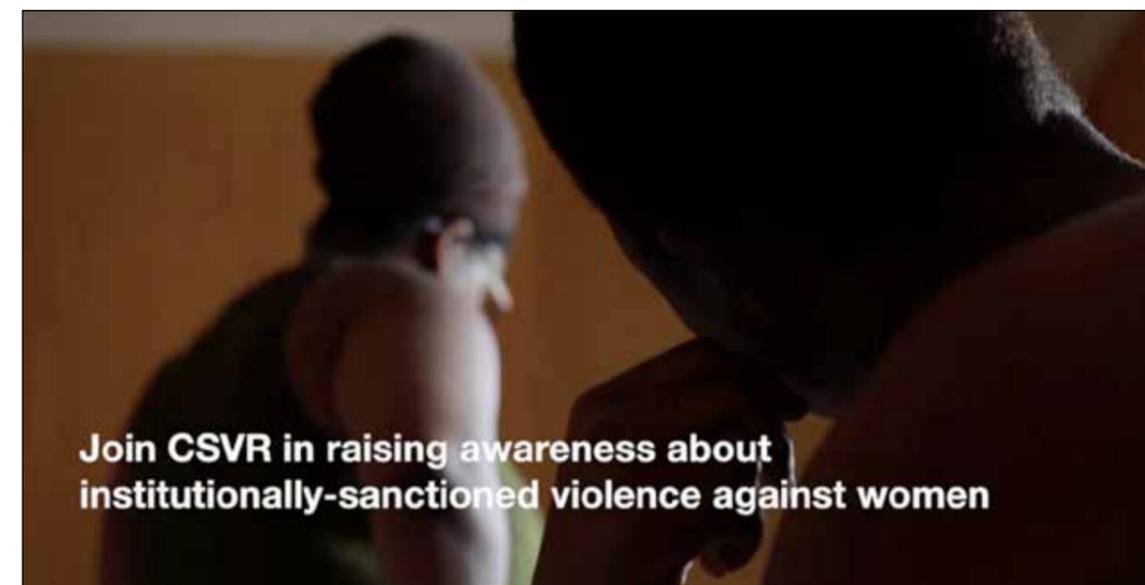
fray.news is a platform to generate critical information about the future of journalism, by workshopping new tools around data visualisation, revenue generation, and multimedia storytelling.

fray.news



Educating people about institutional violence

The Centre for the Study of Violence and Reconciliation (CSVR) held an **#EverydayPerpetrators** campaign, which was in turn part of the annual global **#16DaysOfActivism**. For this project, we produced five 30-second clips featuring interviews from experts on the subject of violence against women, as well as a 90-second video featuring anonymous interviews with survivors of institutional violence.



Successfully telling SADC Stories

frayintermedia was contracted to undertake a digital marketing campaign on behalf of the Southern African Development Community (SADC), through the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

The campaign was aimed at overcoming one of SADC's biggest communication obstacles, the fact that its work often appeared removed from the lives of everyday citizens in the region. To address this we documented stories from across the region which clearly showed how SADC's work was changing lives on the ground. Within a year these stories had reached more than four million people, dramatically improving the visibility and positive coverage of the SADC. The project was called the SADC Success Stories.

The multi-platform media project improved the visibility of the SADC by disseminating stories about ongoing projects in the SADC. It demonstrated the benefits and relevance of regional integration and contributed to building the spirit of a shared regional community.

The SADC Success Stories saw **frayintermedia** contributing to the conceptualisation of the project, selecting stories, producing content, and publishing it in print and online in an international campaign that was almost universally well-received.



The team selected 11 stories from across southern Africa. This culminated in travel to seven countries, producing written stories, high quality photographs and video content ranging from interviews with farmers in their fields, to ministers and CEOs. This content was packaged into a glossy print booklet which saw a print-run of 5,000 copies, and a series of nine videos - formatted for social media - all of which were translated into English, French and Portuguese.

The content was packaged and launched as part of a campaign timed to coincide with the 37th SADC Summit in August 2017. The videos were watched over 1.1 million times on social media, and altogether the campaign reached more than 4.2 million people. The final product involves a marriage of video and motion graphics to tell a story that will immediately catch and hold a viewer as they scroll through their news feed. Interviews, B-roll, product footage and custom, branded motion graphics are married together to tell an impactful story that can be absorbed with or without sound, in a short amount of time.

In 2017 we found videos like these to be a huge success, drastically increasing the reach of stand-alone documentary projects, and as part of larger campaigns.

The videos were watched more than 1.1 million times, and altogether the project reached more than four million people inside the SADC and around the world.

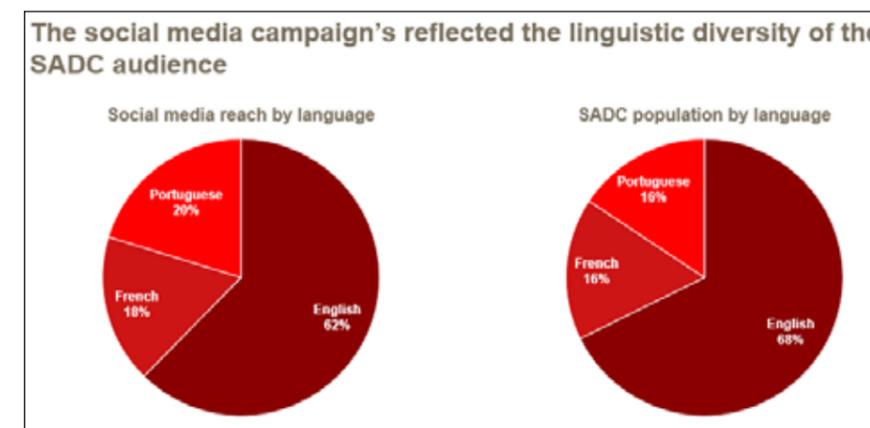


The digital nature of the campaign meant that it generated a wealth of data, which helped track, not just the reach of the campaign, but the reception of the material.

For example, the most watched video, a story about the development of the Kazungula Bridge on the Botswana-Zambia border received almost 160,000 views across all three official SADC languages.

The English version was viewed 82,000 times. On Facebook it received more than 2,600 engagements.

This approach began yielding impressive results when we started offering it to clients seeking documentary/event videos.





Research

The research department provides research services, including programme and process evaluations, due diligence reviews, and both sector and bespoke research. As specialists in both communications and research, we use both qualitative and quantitative methods to provide intelligent analysis and solutions.

Some highlights...

Evaluating media programmes

frayintermedia provides evaluation services such as organisational audits, due diligence reviews and communications programme assessments. In 2017, frayintermedia successfully reviewed the Swedish Media Development Programme in Zimbabwe, managed by the Fojo Media Institute. The report reflects on some of the complexities of producing media in authoritarian regimes, particularly where political challenges and economic challenges converge.



Researching to change policy

Research shows that several legal and human rights barriers hinder adolescents' access to, and uptake of, HIV services. Key among these barriers are age of consent, legislation and policies. In 2013, globally there were an estimated 2.3 million new HIV infections, including 260,000 people under the age of 18, this equates to 11 percent of all infections. Poorly conceived policy advocacy can result in unintended outcomes. In partnership with the Southern African Aids Trust and UNICEF, frayintermedia developed guidelines to think through advocacy using a systems-thinking approach.

Surveying the skills of journalists

Many people believe that journalists fall short in terms of their skills levels. frayintermedia acknowledges that disruption in many South African media organisations has led to a skills attrition. We surveyed journalists and communicators to see where they felt they fell short of the skills required for journalists in this era of online media. The Skills Survey report presents these findings in order to provide appropriate interventions for journalism.

Conducting due diligence

Governance and financial systems form the backbone of responsible, accountable organisations. frayintermedia reviewed the systems of five organisations in the region to establish where organisations excelled and where they could use additional support.

Journalists on social media: Harassment or Freedom?

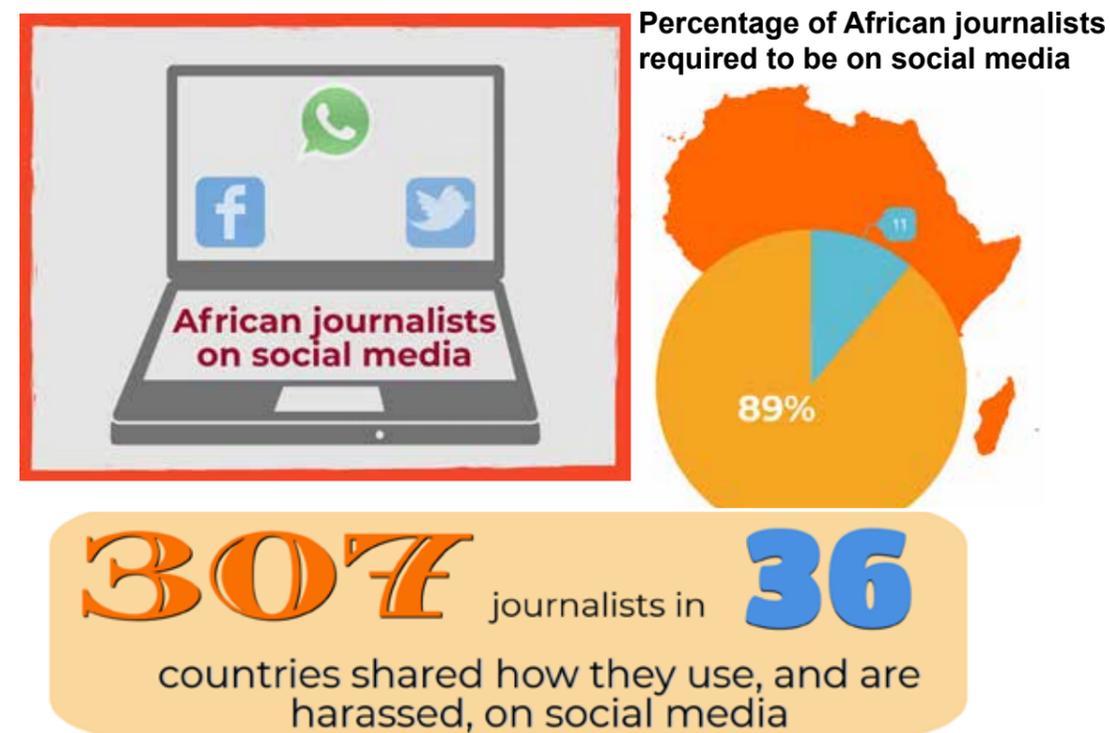
Research about African journalists is lacking. To address this, frayintermedia conducted an online survey of African journalists' experiences of social media.

We received responses from 307 journalists in African countries. The study found that journalists from almost all countries regularly engaged with audiences on social media platforms, with 95 percent doing so for professional purposes.

The overwhelming majority (89 percent) of journalists were required to be on social media as part of their job. Two thirds of the participants who used social media had both personal and professional accounts, but many of these used their corporate accounts for social media engagement.

Of all the journalists surveyed, 48 percent had been harassed on social media. More Zimbabwean journalists (67 percent) had suffered harassment than those surveyed in other countries, while fewer journalists surveyed from the Democratic Republic of Congo had been harassed (this may be attributed to a low rate of internet access in the DRC).

Interestingly, slightly more men had been harassed on social media. However, mirroring physical experiences, both sexes were likely to experience trolling. More women had been sexually harassed online, while more men had been threatened, however.



Communications Management

The communications department provides a full suite of communications services - including strategy development, media relations, content production, newsletter development, events management and social media management.



Some highlights...

Giving research legs

Our client the CSVR, in partnership with Oxfam South Africa, commissioned research on the persistence of Violence Against Women in South Africa. **frayintermedia** worked with CSVR to launch the report. This included conceptualising the social media strategy and driving mainstream media coverage with press statements, news alerts and opinion pieces. We oversaw the logistics for a media briefing ahead of the launch as well as media attendance of the public seminar where the Minister of Women in South Africa, Susan Shabangu, gave a keynote address. Not only did the event **#EndVAWNow** trend on social media on the day but the launch garnered more than 35 media stories during August and even more in September.

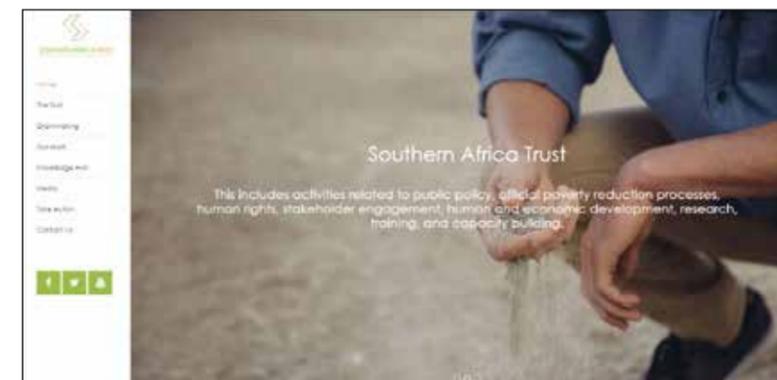


Advocating for safe taxis

A spate of rape cases in Johannesburg and Soweto captured the public's attention in September 2017. Our long-standing partner Soul City Institute for Social Justice (SCI) - along with other civil society organisations such as the Soweto Women's Forum - launched the **#SafeTaxisNow** campaign to create a safe public transportation system for women in Gauteng. **frayintermedia** provided media advocacy support through organising a panel discussion on the campaign, a media launch and we also ghost wrote columns and organised strategic meetings with government.

Southern Africa Trust

The Southern Africa Trust (The Trust) is a regional organisation established in 2005 to support civil society organisations in southern Africa. It is aimed at effective participation and credibility in policy dialogue so that the voices of the poor may have a better impact in the development of public policies. The Trust contracted **frayintermedia** as its communication service provider in 2017.



frayintermedia developed and implemented a communication strategy which has seen a significant improvement in the visibility of The Trust across multiple platforms. As a result, social media activity improved on The Trust's Twitter and Facebook page. In addition, the Trust received greater coverage on mainstream media and regional publications.

frayintermedia provided communication oversight for the development of the new website, which is key to increasing the visibility of the work done by The Trust in the southern Africa region. We also created stories about The Trust's activities for the website.

Thought Leadership Impact

Great researchers, advocates and development practitioners do not necessarily write great media articles. **frayintermedia's** column-writing training, however, changes that.

As part of the Violence Against Women (VAW) campaign, **frayintermedia** conducted column-writing training for CSVR staff and partners. The 17 people trained had a variety of backgrounds and none of them were journalists. The training is supported by ongoing coaching. At least 11 columns related to the research were published in national media in South Africa, including The New Age, The Star, Pretoria News, City Press and the Huffington Post.





Training

frayintermedia provides communications and journalism training. Our expert facilitators take an interactive facilitated learning approach, refined over the course of over 13 years. We not only train people, but also develop e-learning courses, curricula aligned to the national qualifications framework, as well as develop learning materials.

Some highlights...

South Africans learn the Press Code online

This course is for South Africans interested in developing or reinforcing their understanding of ethics in journalism. The programme comprises 10 modules which combine case studies, videos and quizzes to equip the learners with a comprehensive understanding of the South African Press Code. The year 2017 saw 170 learners participating in the course.

Training in investigative journalism leadership

Investigative journalism is one of the most specialised and challenging forms of journalism. The International Women's Media Foundation (IWMF) developed and hosted a two-day investigative leadership training programme in partnership with **frayintermedia** for 12 mid-level female fellows from five African countries. The training programme played an introductory role prior to the Global Investigative Journalism Conference and aimed to provide skills and tools for grant applications and story pitching processes for the international funders.

Coaching leaders

Apart from workshop-based training, **frayintermedia** also provided coaching for leaders.

This included an annual feminist coaching programme with the AWDF CEO Leadership programme, coaching for women media managers in Latin America, MENA, Asia and Africa with the Strengthening Media and Society (SMS) programme and coaching for development leaders in the Aspen New Voices Fellowship. Coaching is also included as part of our thought-leadership writing training.

Equipping women newsroom leaders

In October we launched the Women in News Media Management e-learning course together with the WAN-IFRA.

Most African newsrooms are dominated by men, with women comprising a small proportion of news editors and editors. The challenges that women face in wishing to step up into management are often similar across newsrooms. This course draws on the experiences of different newsroom leaders from different countries to equip learners with the necessary skills and help them to think through solutions to apply in their workplaces.

The course features case studies of women newsroom leaders from across Africa, who share their expertise on:

1. Management and Leadership;
2. Change Management;
3. Financial Management;
4. Marketing & Advertising; and
5. Human Resources.

Fifty-five learners from seven African countries signed up and 20 have already received their certificates.

Here are some comments from learners:

I enjoyed lectures using my phone.

Online learning is so convenient for 'busy-bees' like us.

*The rate of response whenever there was a challenge was very good. It's clear that the **frayintermedia** team was determined to make our online course experience as awesome as possible.*

I have to say I found the online course experience to be quite a comfortable one, far from being as hectic as I may have initially expected.

*I have to applaud **frayintermedia** for a job well done. The support team also came in really handy as they were always available to assist if any challenge was faced. Thank you.*

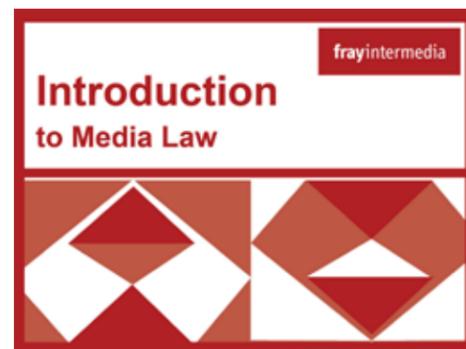
I really enjoyed the course and looked forward to the next module. The videos by Paula Fray were quite elaborate and the case studies very inspiring. The reflection and the quiz time helped juggle my mind and assess my understanding.

For the first time I took keen interest in finance management and I enjoyed the course.

We have developed three new e-learning courses:

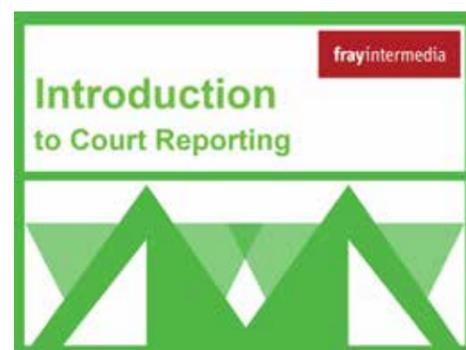
Introduction to Media Law

The course, which **frayintermedia** developed is an eight-module course designed for reporters who want to increase their knowledge with regards to South African media law. It uses case studies, reading videos and quizzes to teach and test understanding of the learner.



Court Reporting

This course is for reporters interested in sharpening their understanding of the principles governing court reporting. It consists of five modules, comprising of case studies and quizzes. These cover content on the types of courts, accessing unpublished court information, and restrictions to court reporting.



Journalism Ethics in a Multi-platform Environment

The Global Ethics course is designed for media practitioners with interest in developing their knowledge and application of ethics. The course consists of three modules, an assignment and a summative quiz to test comprehension of key principles.



Looking Ahead

Mindful of the ongoing changes in the African media landscape, **frayintermedia** is planning to implement a range of innovations in 2018.

Training

We will be expanding our Media Management Training e-learning programme to include a broad range of case studies of women in the media in order to give women across the globe role-models for leadership. Our media management training programme is now being used across Africa, MENA and Asia. As a result, we will launch an Arabic programme early in the new year while we will introduce limited translations into other languages through ongoing partner support.

We are expanding our e-learning offering starting with introductions to media law and court-reporting, and a journalism ethics course for our local and African audience. We will also launch a high-level Masterclass webinar series to tackle specialist media knowledge issues.

Multimedia

In-line with our commitment to multimedia support and training, **frayintermedia** has bolstered its animation, virtual reality and augmented reality skills to support its expanding content production and training. We are in the process of registering our drone services. The growing multimedia team is able to provide live and produced video content. This year, our **fray.news** platform will come into its own as well as a cornerstone of experimentation of our offerings, to test, develop and explore tools for telling the news in the best ways possible.

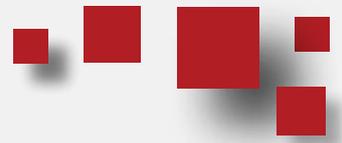
Research

Our research team serves both as a service to ensuring our training is appropriate to the sector as well as a communication research provider. We hope to have expanded outreach for our flagship research on African Journalists on Social Media.

Communications Management

Our communications team plays a critical role in supporting new voices in the media - particularly with under-reported development issues. Their focus continues to find and develop best practices for development advocacy with a specific target on social media.

In all of these we seek to work with strategic partners. We hope you will join us on this journey.



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