IRIN
IN TRANSITION

Introduction and Project Summary

This project proposal seeks funding to re-launch IRIN as an independent humanitarian news and analysis service that will provide authoritative, analytical reporting on global crises - with the ultimate goal of improving humanitarian response and saving lives.

As IRIN leaves its historic host, the UN Office for the Coordination of Humanitarian Affairs (OCHA), on December 31, 2014, its re-launched and improved news service will build on its access, reputation and reach as an award-winning online news wire.

Appealing agency:	ODI/IRIN
Project title:	IRIN's Re-launch
Sectors:	Analysis, Advocacy, Accountability
Goal:	To re-launch an independent humanitarian news service that can better contribute to enriched humanitarian information and analysis in support of improved humanitarian action.
Objectives:	• A sustainable news operation with the necessary infrastructure, governance structure and staffing
	• Editorial production under the new entity for the inaugural year of operations
Beneficiaries:	Decision-makers, aid workers, academics, donors, media, general public
Project duration:	14 months (Nov 2014-Dec 2015)
Requested funding:	$3.2 million
Visibility:	IRIN gives due visibility to donors on its website, in its emails to subscribers and in public events.
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> "IRIN provides absolutely essential humanitarian news from places no one else goes."
> Peter Bouckaert, Emergencies Director, Human Rights Watch

Photo: IRIN

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Background

IRIN – the Integrated Regional Information Networks – was founded by the United Nations, with support from the Inter-Agency Standing Committee, in 1995. It has been a project of – and funded via – the UN Office for the Coordination of Humanitarian Affairs (OCHA) ever since.

However, the media and humanitarian aid landscapes have evolved significantly since IRIN's founding, with aid agencies developing their own communications arms and social media changing the way in which information is distributed.

To serve these rapidly changing environments, OCHA is supporting IRIN's transition to an independent non-profit entity, incubated at interim by the UK-based international think tank Overseas Development Institute (ODI).

To ensure the continuity of service without interruption in 2015, IRIN requires financial support before the stoppage of OCHA funding on 31 December 2014. Such funding will allow the new service to cover basic transition costs and core editorial production through the inaugural year of operations in 2015.

Photo: Kate Holt/IRIN

" IRIN has become an indispensable source of reliable, accesible and readable information .... to an unprecedentedly wide audience."

**John Ryle, Executive Director
Rift Valley Institute**

> **In any humanitarian emergency, information is key. IRIN ... keeps the need for effective humanitarian action high on the political and policy agenda.**
>
> **Kofi Annan,**
> **Former UN Secretary - General**

Photo: IRIN

IRIN's Mission and Impact

Mission Statement

IRIN delivers unique, authoritative and independent reporting from the frontlines of crises to inspire and produce a more effective humanitarian response.
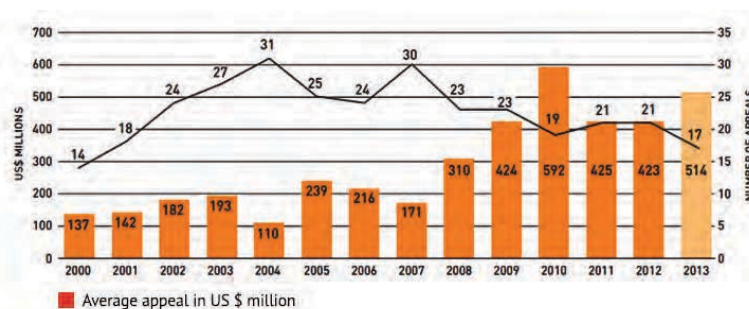
Current Context

The number of people affected by humanitarian crises has almost doubled over the past decade. Climate change, population growth, volatile food and energy prices, water scarcity, sectarianism and the mushrooming of rebel groups, secessionists and extremists are pushing more and more communities to the edge. Yet in many contexts, the traditional international humanitarian relief apparatus has proven unable to respond adequately. The rapidly growing emergency aid industry is now worth more than $22 billion a year. However, it is beleaguered by inefficiency and contradictions, and in need of overhaul to become more flexible and networked, principled and fair, transparent and grounded in local structures.

Core to this emerging vision is a new vein of communication, analysis and reporting. The humanitarian system requires an independent voice that can ask critical questions about aid delivery in the midst of ongoing emergencies.

Yet international reporting — especially thoughtful, accessible analysis — has declined as news wires have dramatically reduced their travel budgets. Foreign news on US television networks dropped by 50 percent from 1987 to 2013 and the percentage of international news in UK newspapers

dropped from 20 percent in 1979 to 11 percent in 2009. Even AlertNet, which specialised in humanitarian reporting, was absorbed into a broader package of news and services while reducing its reporters and editors in the field.

United Nations appeals for funding

Source: Global Humanitarian Assistance Report

IRIN fills this gap.

By bringing more transparency to the complex and under-scrutinized aid sector, IRIN is part of a positive change in humanitarian response, which serves the need of the aid community including its donors, by influencing policy, mobilizing public opinion, improving humanitarian response and ultimately saving lives. Its first responsibility is to those in need, amplifying their stories, understanding

Source: Pew Research Center

Photo: IRIN

the context of vulnerability, and hearing their solutions, while avoiding reportage that robs individuals and communities of their dignity.

Comparative Advantage

IRIN has built a reputation as the source for credible humanitarian news. Independently-commissioned research found that: "IRIN is highly valued by its audience... Readers consider it their most important news source for humanitarian issues and consider it more trustworthy than other sources."

IRIN is faster than think tanks, more accessible than academic journals, more objective than aid agency communications, and more consistent and in-depth than mainstream media.

IRIN tracks the buildup to crises before they start and long after the spotlight has moved on. Its

correspondents are trained professionals and its editing process is rigorous.

IRIN provides awareness and understanding, spanning both local crisis events and global developments exacerbating fragility and instability. IRIN reaches the oft-unconsulted parts of the humanitarian architecture, including local officials, community and diaspora organizations, emerging aid actors in the Gulf and elsewhere – and most importantly, those affected by conflict and natural disasters. IRIN helps different parts of the system speak to each other; extracts and shares lessons learned; and identifies regional trends.

IRIN's material reaches decision-makers with influence on policy. Its readership spans Western constituencies in North America and Europe as well as the developing communities where IRIN reporters

Audience Surveys

2012
85%
of respondents said they heard and learned about events and issues from IRIN which they got nowhere else.

2013
73% said IRIN is trustworthy compared to other news sources.

2012 **89%**
of respondents were "satisfied" or "very satisfied" with IRIN as their main online resources for humanitarian news and information.

2012 **5%** of readers said IRIN information significantly influenced funding decisions;

13% of respondents said IRIN information significantly influenced decisions regarding organizational and operational priorities;

21% said IRIN information played a "significant role" in a decision to pursue research, advocacy or reporting.

are based. A rich range of communication stake-holders and information partners turn to IRIN as a reference, including governments, aid agencies, academics, risk consultancies and human rights organizations.

More than 200 newspapers, websites and journals syndicate and cite IRIN's work – from the New York Times to Uganda's Daily Monitor, from the BBC to the Palestine Chronicle. IRIN is currently syndicated by Reliefweb, AllAfrica.com, the Guardian and Al Jazeera and looking to expand its partnerships.

In 2010, IRIN published the story of Sally al-Sabahi, a Yemeni girl who was married to an old man at just 10 years old in exchange for a $1,000 dowry. After being drugged and beaten by her husband, Sally escaped, but without the money to pay back the dowry, she could not divorce her husband. Immediately after IRIN's article was published, offers of financial help poured in from as far as California, allowing Sally to pay back the dowry and get her divorce.

Syndication and Citation

Reliefweb
- An online curator of humanitarian news, run by the UN Office for the Coordination of Humanitarian Affairs
- 416,000 unique visitors per month;
- 5 million visitors in 2013
- **Reprints all IRIN articles**

Al Jazeera
- Doha-based satellite television network
- 40 million viewers
- **Occasionally broadcasts IRIN films, such as Slum Survivors documentary and shorts on Climate Change**

Guardian Development Network
- Part of the UK's The Guardian newspaper; a network of websites that produce development-related news and features;
- Supported by the Bill and Melinda Gates Foundation.
- More than 100 million unique visitors per month (The Guardian newspaper)
- **IRIN material makes up more than half the content on the network's site**

AllAfrica
- Leading website for African news
- 3 million monthly visitors
- **Reprints all IRIN articles**

Among those who cite or republish IRIN's work:

International News Outlets:
BBC Monitoring
BBC News
CNN Arabic
CNN's "Inside Africa"
Demotix: A grassroots photo agency
Der Spiegel
Foreign Policy
The New York Times
Thompson Reuters Foundation
United Press International (UPI)

Local/Regional Newspapers:
Africa Report
Al Masdar Online (Yemen)
Asia Sentinel
Daily Star (Lebanon)
Eyewitness News (South Africa)
Ma'an News (Palestine)
Mail & Guardian (South Africa)
Midan Masr (Egypt)
Middle East Online
Myanmar News

New Vision (Uganda)
Pakistan Press International
Pakistan Today
Palestine News Network
Shabab Libya
The Daily Monitor (Uganda)
The Gulf Times
The Palestine Chronicle
The Yemen Times
Ya Libnan (Lebanon)

Academic journals and publishers:

African Journal of Criminology and Justice Studies
African Studies Quarterly
AIDS Research and Therapy
Canadian Criminal Law Review
Carnegie Council
Epidemiology & Infection (Cambridge)
Ethics and International Affairs: the journal of the
Human Rights Quarterly
International Journal of Conflict and Violence
International Journal of Disaster Resilience in the
    Built Environment
International Journal of Environmental Research
    and Public Health
International Labour Review
International Review of the Red Cross
Journal of Agricultural Science
Journal of Child and Family Studies
Journal of International Affairs
Journal of International Relations and
    Development
Journal of International Women's Studies
Journal of Palestine Studies
Journal of Politics and Law
Journal of Water Resource and Protection
Michigan Journal of International Law
New Criminal Law Review
OECD Journal on Development
The Fletcher Forum of World Affairs
The George Washington International Law Review
The Lancet (medical journal)
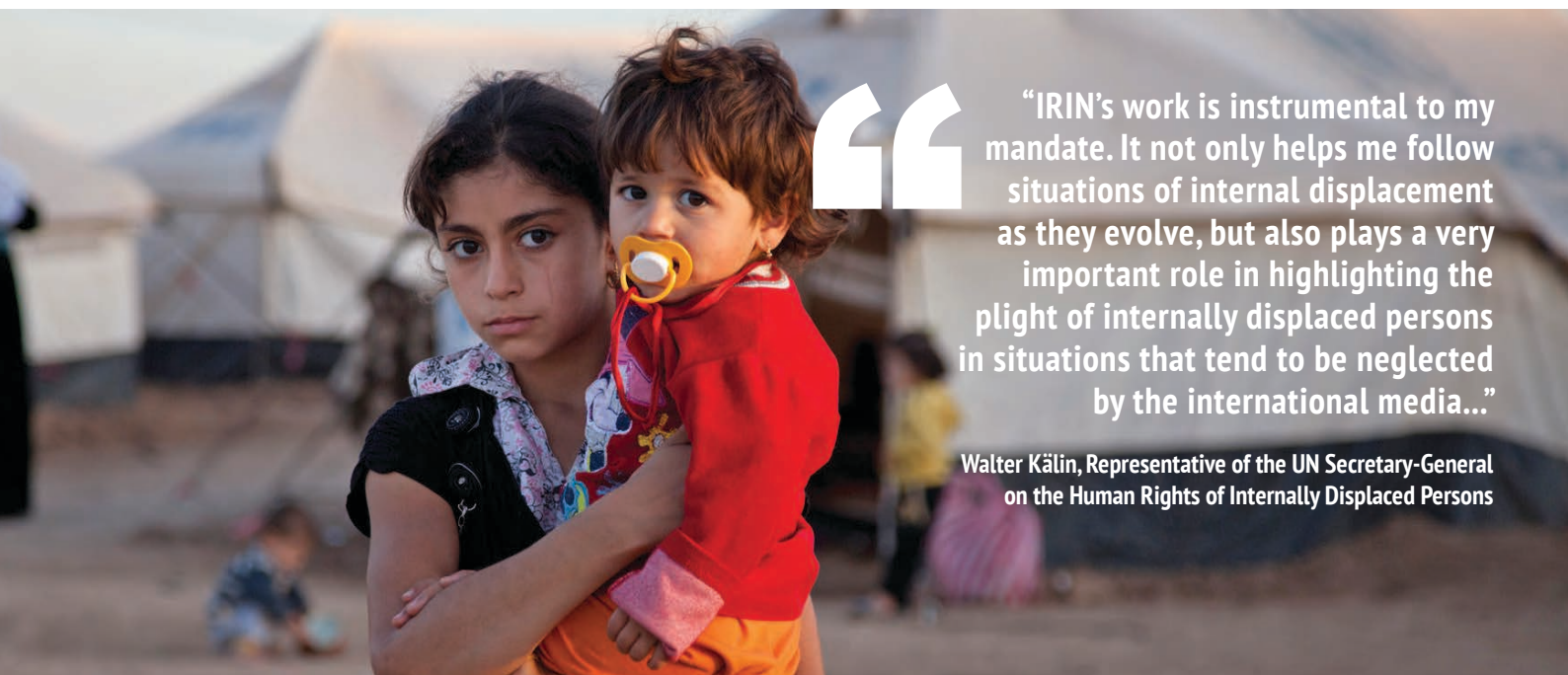The New England Journal of medicine
Standard University research

Think Tanks / Human Rights Organizations

Feinstein International Center
Human Rights Watch
Institute for Democracy in Africa
Institute for Security Studies
International Crisis Group
Jane's Terrorism Watch Report
Maplecroft (risk analysis firm)
OECD Journal of Development
Overseas Development Institute
The International Centre for
    Counter-Terrorism – The Hague (ICCT)

Humanitarian websites and reports:

AIDS Map
Action Against Hunger
African Centre for Migration and Society
CRIN (Child Rights Information Network)
Forced Migration Review
German NGO Welthungerhilfe
International Review of the Red Cross
OCHA
PreventionWeb
RefWorld
Southern Africa HIV and AIDS
    Dissemination Service
War Child's Report on Iraq 10 years after
    the US-led invasion

Photo: IRIN

"IRIN's work is instrumental to my mandate. It not only helps me follow situations of internal displacement as they evolve, but also plays a very important role in highlighting the plight of internally displaced persons in situations that tend to be neglected by the international media..."

Walter Kälin, Representative of the UN Secretary-General on the Human Rights of Internally Displaced Persons

> ## "It is where I point my students to get a realistic picture of what is going on in crises."
> **Dr. Peter Walker, Feinstein International Centre**
> **Tufts University**

Photo: Kate Holt/IRIN

Impact

■ IRIN provides early warning. Its work has consistently tracked simmering issues long before they hit crisis point and the mainstream media. For example, IRIN was documenting Nigerian militant group Boko Haram in 2009 - long before its notorious kidnapping of schoolgirls. IRIN reported on the impending 2011 famine in Somalia months before it hit mainstream news. IRIN flagged discrimination against Myanmar's Rohingya people since 2008, years before the tensions escalated into violent clashes which displaced tens of thousands of people. IRIN was among the first news outlets to send a reporter into Darfur in 2003.

■ IRIN spurs media attention. Its reports lead other media to pay attention to previously neglected subjects. For example, in recent years, the Democratic Republic of Congo's eastern Kivu provinces have been the subject of much media attention, due to a conflict between the government and a rebel group. The southern Katanga province went largely unmentioned in the press. After IRIN reported from the region[1] , Al Jazeera[2], Agence France-Presse[3] and Reuters[4] followed suit.

■ IRIN contributes to resource mobilization by helping build an informed public that can put pressure on its politicians to act. Studies[5] have documented the link between media coverage of humanitarian crises and increased charitable donations. Donors and their tax-payers need compelling stories that can explain the importance of humanitarian aid. Big data needs to be combed for context and narrative. The humanitarian system does not have enough talented story-tellers - and even fewer who are not linked to fundraising.

■ IRIN provides the context behind crises, helping more sophisticated global audiences understand how and why atrocities keep happening and what can be done, and providing aid workers parachuting into emergencies the context of their operating environments.

■ IRIN contributes to better decision-making and improved humanitarian response through analysis and accountability. The humanitarian system lacks high-quality, objective reporting on how well aid is working. Most monitoring and evaluation is done by aid agencies themselves. In places like Syria, it is nearly impossible to get an honest, accurate picture of the realities of aid delivery. IRIN reporting provides a view from the ground that informs the allocation of resources and programs.

One of IRIN's stories about Nile Water was used in a parliament hearing in Egypt to question the Minister of Irrigation about the quality of water in the river Nile after local newspaper Al-Ahram quoted the story. Similarly, other stories were used by the Egyptian media to press the Ministry of Health to take firmer measures in combatting swine flu and avian flu.

■ IRIN reporting has proved to be a catalyst for change. For example, in Nigeria, an IRIN article on malnutrition in the northwest forced the government to reluctantly admit to the problem and partner with aid agencies to intervene. In Egypt, an IRIN article about the quality of the Nile River's water led to the Minister of Irrigation being questioned in Parliament. An IRIN DVD on sexual violence against women was used to train UN peacekeepers, governments and aid agencies. These are just a few of many examples.

> " I have always found IRIN and PlusNews enormously helpful in keeping me up to date on news and information about HIV/AIDS. I think it's a great service and resource."
>
> Bob Meyers, President,
> Washington-based
> National Press Foundation

Photo: IRIN

Timeline

IRIN has consistently flagged issues before they went on to become major crises. IRIN's reporting was ahead of other media on issues as diverse as the untenable situation of cashew nut producers in Guinea-Bissau to the impact of La Niña. Here are a few examples of note:

1996

IRIN was the first outlet to provide comprehensive analysis on the conflict in DRC's Masisi town. Masisi would go on to be riven by strife for much of the last decade.

2004

In late 2004, IRIN released a film cataloguing the disastrous locust invasions in West Africa and warning that if the resulting crop devastation went unaddressed, food shortages would be the inevitable outcome. Sadly, this proved true and 2005 saw a disastrous situation throughout the region.

2009

IRIN flagged the security vacuum in the Central African Republic long before the formal break-down of the state in 2013.

IRIN predicted the 2009 constitutional coup in Niger six months earlier.

2011

IRIN reported on the impending 2011 Somali famine and broader East Africa food crisis several months before the mainstream media.

2003

IRIN was among the first media organizations to report on the brewing tensions in Darfur, as early as February 2003, and physically sent a journalist into Darfur before any other media outlet, in December of that year — long before the term 'genocide' became the darling of the mainstream news.

2008

IRIN has been flagging systematic discrimination against Rohingya Muslims in Myanmar since 2008, long before the sectarian violence that erupted in June and October 2012, displacing 75,000 people.

IRIN was the first to flag resistance to the Artemisin malaria drug and to raise the concept of ARV drugs as a right for HIV/AIDS victims. The story went on to be picked up by the New York Times.

IRIN's early Boko Haram coverage — as far back as 2009 - suggested the group would expand as a rebellion of the disenfranchised with strong political machinations.

IRIN's Sahel reporting in the earliest stages of the 2011/2012 drought informed donors and decision-makers as they made funding decisions in the lead-up to the food insecurity and malnutrition crisis.

2012

IRIN's reporting on Mali regularly covered the proximate triggers for the 2012 al-Qaeda take-over in northern Mali, including poor economic opportunities, illicit trades underlining weak governance, and the US-backed militarized response to growing radicalism.

Reach

IRIN is the first and largest humanitarian news service in the world, and has been a recognized and valued voice in humanitarian reporting for the past
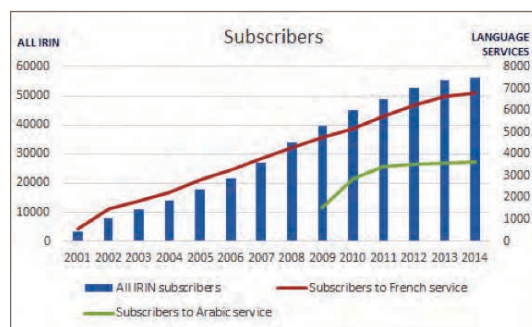
19 Years

An average of **235,000** people visited its website every month in 2013

Some **50,000** email subscribers span almost every country of the world.

The UN Population Fund (UNFPA) developed a programme on fistulas following an IRIN article on this topic in West Africa in 2006.

IRIN's material reaches up to 10 million people every month via social media impressions, according to the social media tracking service Sprout Social. Website visits, subscribers and mobile usage have all shown consistent growth in recent years. For example, unique visitors to our website jumped by 129 percent over the last two years (See ANNEX A for our web analytics).

In Nigeria, a 2008 IRIN article on malnutrition in the northwest forced the government to reluctantly admit to the problem and partner with Save the Children to do something about it. The community intervention has since grown and is now backed by UNICEF and at least one other NGO.

Unique Web Visitors

Mobile Visits

Subscribers

FACEBOOK STATS across all Facebook pages

My Facebook Pages
18.88k Total Likes, and 280 people talking about this

FAN GROWTH

New Fans 7.4k   Unliked your Page 597

Subscribers

North America

Aruba	8
Bahamas	7
Barbados	10
Belize	9
Bermuda	5
Canada	1512
Costa Rica	11
Cuba	5
Dominican Rep.	1176
El Salvador	12
Grenada	2
Greenland	1
Guatemala	16
Guadeloupe	3
Haiti	147
Honduras	6
Jamaica	15
Martinique	6
Mexico	48
Montserrat	1
Nicaragua	12
Panama	21
Trinidad & Tobago	9
United States	7604

South America

Argentina	71
Bolivia	17
Brazil	276
Chile	19
Colombia	54
Ecuador	18
Guyana	3
Paraguay	3
Peru	28
Suriname	2
Uruguay	23
Venezuela	16

Africa

Algeria	60
Angola	325
Benin	167
Botswana	144
Burkina Faso	319
Burundi	393
Cameroon	360
Cape Verde	34
CAR	139
Chad	271
Comoros	19
Congo	309
Cote d'ivoire	552
DRC	499
Djibouti	14
Egypt	311
Equatorial Guinea	14
Eritrea	122
Ethiopia	1013
Gabon	44
Gambia	61
Ghana	378
Guinea	212
Guinea-Bissau	63
Kenya	2747
Liberia	339
Libya Arab Jamahiriya	19
Madagascar	177
Malawi	291
Mali	252
Mauritania	72
Mauritius	35

Europe

Albania	24	Georgia	15	Norway	430
Armenia	9	Germany	1183	Poland	66
Austria	160	Great Brtian	62	Portugal	160
Azerbaijan	9	Greece	72	Réunion	16
Belarus	10	Hungary	33	Romania	30
Belgium	1052	Iceland	13	Serbia	19
Bosnia/Herzegovina	20	Ireland	231	Slovakia (Slovak Rep.)	13
Bulgaria	25	Italy	687	Slovenia	8
Croatia	10	Latvia	2	Spain	476
Cyprus	15	Lithuania	4	Sweden	651
Czech Republic	40	Luxembourg	36	Switzerland	1252
Denmark	80	Macedonia	9	Ukraine	15
Estonia	9	Malta	17	United Kingdom	3595
Finland	121	Moldova	3		
France (inc. Mayotte)	1697	Netherlands	979		

Total 54,110

Africa

Morocco	69
Mozambique	521
Namibia	162
Niger	238
Nigeria	1048
Rwanda	387
Sao Tome & Principe	23
Senegal	658
Seychelles	5
Sierra Leone	281
Somalia	630
South Africa	2014
Sudan	1080
Swaziland	159
Tanzania	560
Togo	147
Tunisia	63
Uganda	1058
Western Sahara	9
Zambia	510
Zimbabwe	915

Asia

Afghanistan	958
Bahrain	14
Bangladesh	342
Bhutan	5
Cambodia	178
China	143
East Timor	43
India	722
Indonesia	223
Iran	78
Iraq	317
Israel	134
Japan	279
Jordan	194
Kazakhstan	50
Korea, North	13
Korea, South	61
Kuwait	20
Kyrgyzstan	75
Lebanon	222
Macau	4
Malaysia	106
Maldives	5
Mongolia	4
Myanmar	36
Nepal	490
Oman	2
OPT	18
Pakistan	1067
Philippines	271
Qatar	46
Russia	92

Asia

Saudi Arabia	46
Singapore	114
Sri Lanka	361
Syrian Arab Republic	92
Taiwan	24
Tajikistan	133
Thailand	317
Turkey	190
Turkmenistan	17
United Arab Emirates	299
Uzbekistan	58
Vietnam	90
Yemen	171

Australia & Oceania

American Samoa	14
Australia	950
Fiji	24
Kiribati	2
Marshall Islands	1
Micronesia	3
New Caldonia	10
New Zealand	88
Palau	3
Papua New Guinea	65

> "IRIN provides the Centre for Humanitarian Dialogue with news that is vital to our conflict resolution work... We are particularly interested in IRIN's access to the stories behind the news headlines at a time when the other leading independent news networks seem to be turning away from the real issues affecting countries in conflict."
>
> Martin Griffiths, Director,
> Centre for Humanitarian Dialogue

Photo: Kate Holt/IRIN

Editorial Strategy

Through a developed network of local field-based correspondents, a rigorous editing process, and an intimate knowledge of the humanitarian sector, IRIN brings nuanced, layered, insider analysis from hotspots in more than 70 countries. Its products include reportage, in-depth interviews, explainers, graphics, galleries, top ten lists and curated reading suggestions. Over two decades, IRIN has built an impressive photo gallery, slideshows, documentaries and multimedia series; and an archive of nearly 100,000 frontline original reports. In the future, it plans to add interactive maps, guest commentary, podcasting and more.

The first book IRIN published on sexual violence against women influenced a number of governments, including Kenya. The accompanying DVD was incorporated into the UN peacekeepers' orientation and was used by a number of governments and agencies as a training tool.

IRIN covers Africa, Asia and the Middle East — and is looking to expand to Latin and Central America. It offers reports in English, French and Arabic (IRIN is the only consistent source of Arabic humanitarian news worldwide), and will be adding Spanish and Mandarin down the road.

The new IRIN will re-focus more strategically on core humanitarian themes, namely conflict, food security, IDPs/refugees, migration, natural disasters, climate change, disaster risk reduction, early warning and health. Our work will also examine humanitarian policy, innovation, technology, finance and more.

IRIN will sharpen its voice, providing more critical outlooks into aid effectiveness while maintaining its role as a constructive part of the humanitarian architecture.

Freed of diplomatic and political constraints, IRIN will provide real-time critical examinations of the key policy questions in ongoing emergencies, such as remotely managed aid delivery, accountability and the tensions that often arise between humanitarian principles and practical action. IRIN will report on these issues with the nuance, context and understanding that can lead to constructive dialogue, not scandalous headlines.

Deliverables

In 2013, IRIN published 1,579 articles — one third of them long-form analyses. IRIN translated 630 articles into Arabic and 637 into French, uploaded 1,298 new images to its photo gallery and produced 30 films.

In the last year, IRIN staff have shared their insights and expertise at several international conferences and briefed UN staff and other aid workers at workshops and internal meetings.

On a tighter budget in its inaugural year of operation, the new IRIN aims to produce 2,000 articles,

including 100 original articles in English and 70 translations into French and Arabic per month, as well as 4 in-depth multimedia projects, 2 full-length documentaries, and 1-2 short films per month. The multimedia projects in particular, aimed at signaling IRIN's increasing shift towards digital interactivity, will be resource-heavy projects, involving extensive human and financial resources due to the detailed investigative work and graphic design required.

However, IRIN's value has always been in the quality, not quantity, of its products – and their reach. In 2015, IRIN aims to grow its unique monthly website visitors from 235,000 to 300,000; and increase its syndication partners from 4 to 8. Its reporters will speak at a minimum of three international conferences and its films and articles will compete for awards in at least three international competitions.

Staff Structure
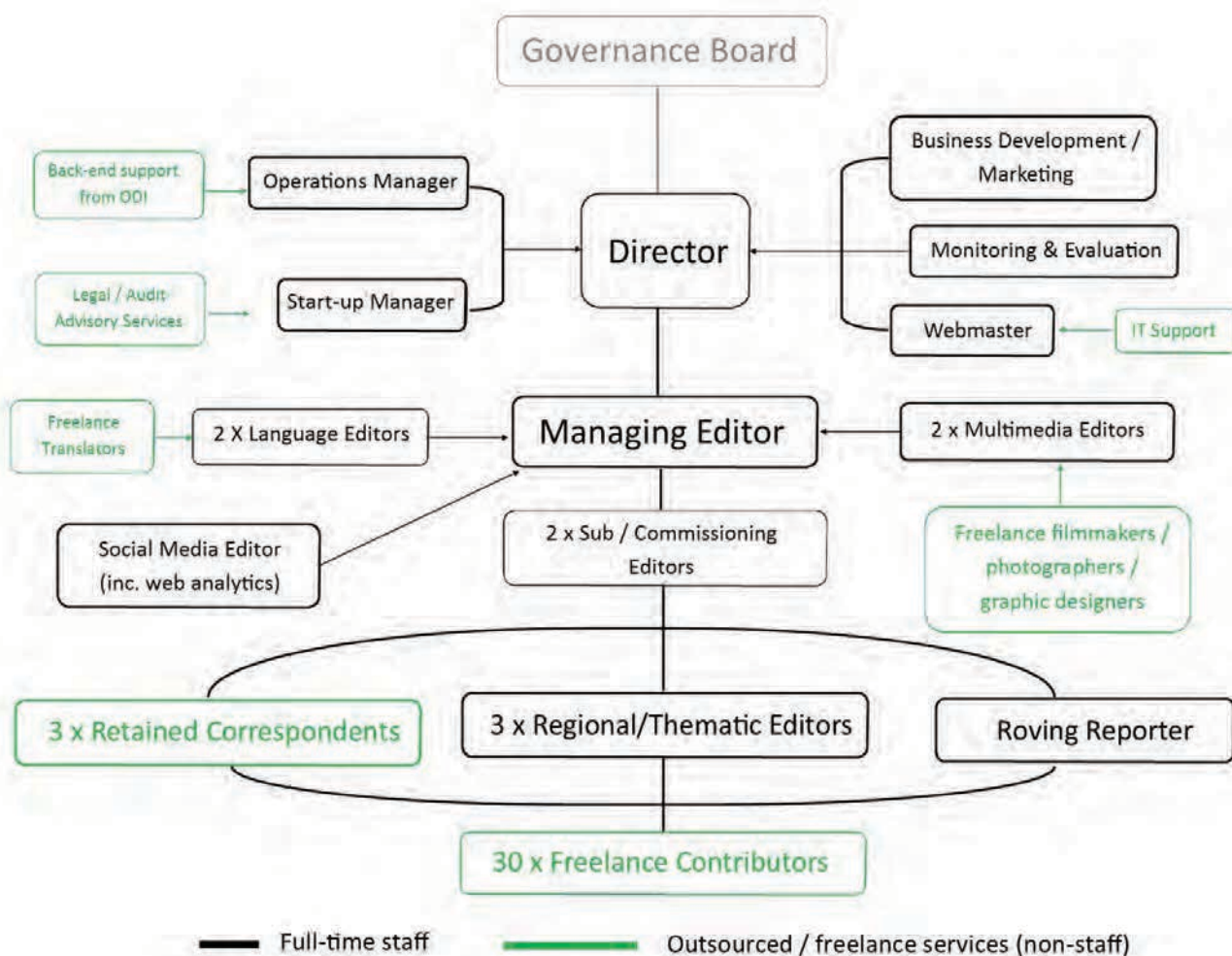While IRIN's core editorial objective - highlighting neglected crises and analyzing humanitarian action – remains the same, it is undergoing major revisions to its internal structure as it transitions into a non-UN entity.

In its new incarnation, IRIN editorial staff will be less office-bound. IRIN will use best practice in security training, awareness, insurance and risk management to put its reporters as close as possible to hotspots while maintaining its duty of care.

Initially, three senior writers and three retained correspondents will work from Asia, the Middle East and sub-Saharan Africa as a roving editorial team, under the supervision of the Managing Editor. This team will grow over the course of the year (See Section VI: Operational Plan). Their work will be supported by freelance correspondents and contributors embedded in and reporting from "hotspots".

IRIN will also invest more heavily in non-editorial roles, including marketing and partnerships, web analysis and development, graphic design, and monitoring and evaluation (See organogram below).

Organogram

Partnerships, Collaboration and Syndication

ODI: ODI will partner with IRIN as a fiscal host. (See Section V: Organizational Structure). IRIN and ODI have worked together informally in the past, with IRIN using ODI reports and staff as a source of expertise and analysis, and ODI using IRIN as a channel to highlight its research, as well as using IRIN photos in its advocacy. In advance of the IRIN-ODI administrative and financial partnership in 2015, the two organizations are piloting a joint editorial project in 2014 called "Crisis Briefs" - rapid analyses released soon after the outbreak of a crisis - which combine ODI's research and IRIN's field-based reporting to fill the gap in analysis in the early stages of a crisis.

Collaborative Initiatives: IRIN is exploring partnerships with various humanitarian organizations to complement each other's work and have maximum impact. For example, IRIN is exploring working with Humanitarian Accountability Partnership to follow a beneficiary through the course of an aid project with reportage that can make accountability a reality. In addition, the START Network consortium of UK-based NGOs is interested in contracting IRIN to help NGOs share lessons learned. IRIN is also in discussions with the Assessment Capacities Project to see how it might "storify" ACAPS's more technical assessments.

Platforms: IRIN is already active on various social media platforms, including Facebook, Twitter, YouTube, Pinterest and others. In its new incarnation, IRIN is investing much more heavily in reaching audiences on multiple platforms. As one example, it has already begun publishing its content on the grassroots news aggregator Oximity (https://irin.oximity.com/).

Guest Commentary: As a way of better engaging in conversation with other humanitarian actors and increasing the dialogue between various parts of the humanitarian system, IRIN is introducing guest blogging and commentary to its site. This will allow experts and others to engage with one another, share ideas and best practices, and find areas of potential collaboration.

Syndication: Outside the UN, IRIN's content will become even more palatable to media organizations, which to date, have been hesitant to republish IRIN's output due to the UN affiliation. The Huffington Post, Upworthy, the New York Times Syndicate and other powerful media aggregators are exploring ways to market and distribute IRIN's content, multiplying its reach.

Photo: IRIN

In Chad, a UNHCR official reported that DfID contacted the organization after reading a 2006 IRIN report to ask if UNHCR needed greater financial assistance.

> **I always read IRIN stories with keen interest and pass them around the newsroom or forward them to our correspondents... a month's worth of IRIN's Africa production does a better job of telling what is happening on the continent than most media outlets."**
>
> **Jean-Marc Mojon, East Africa News Editor, Agence France-Presse (AFP)**

Photo: IRIN

Organizational Structure, Governance and Leadership

Corporate Structure

IRIN will be headquartered as a registered non-profit association in Geneva, Switzerland. The Overseas Development Institute's Humanitarian Policy Group will act as an incubator and fiscal agent for IRIN as of January 1, 2015 for the first two years of its transition, providing donors a trusted channel through which to fund IRIN until it develops its own financial mechanisms.

A separate public charity, IRIN-US, will register as a "Friends Of" organization, which will act as a liaison/fundraising office in the United States. Minimal staff will support the accounting/administrative and business development functions of this IRIN-affiliated American charity.

Transition Team and Leadership

IRIN's co-founder and former director, long-time humanitarian and media professional Ben Parker is leading the spin-off, working with a strong transition team that includes key two IRIN staff diverted full-time to the spin-off project, as well as a senior business development adviser, based in Washington, and a Swiss registration consultant, based in Geneva (See ANNEX B for Transition Team bios).

A leading Swiss law firm is providing legal advice to IRIN in Geneva. DLA Piper LLP (US) is providing pro-bono legal services to assist IRIN in the formation and income tax exemption of the U.S. "Friends Of" fundraising charity.

The UN Food and Agriculture Organization (FAO) undertook a mission to Guinea-Bissau to look at the cashew nut problem after being alerted by a 2006 IRIN report on the untenable situation of cashew nut producers in Guinea-Bissau.
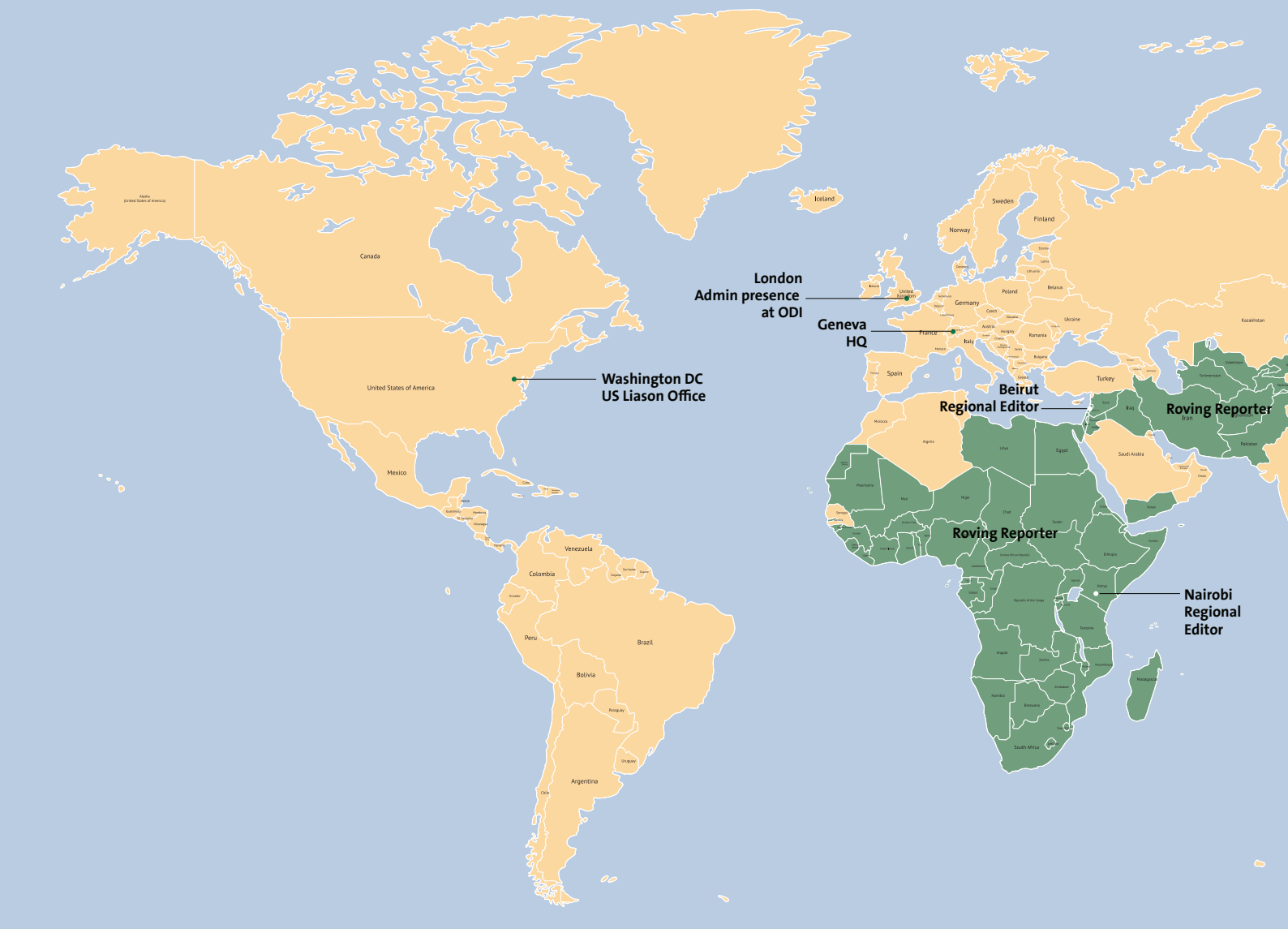
Governance

A Board of Directors in Geneva will oversee the day to day operations of IRIN. The board is in formation, and will be drawn from IRIN's high-level Advisory Group (see ANNEX C for bios).

A separate Board of Directors in the US oversees the fundraising efforts of IRIN-US. For continuity and cohesiveness, at least one member of the Swiss board of directors also sits on the US Board of Directors. The US entity is chaired by Yaoshiang Ho, former Vice President for business development at the Huffington Post.

ODI-IRIN relationship

ODI will draw on more than 50 years of research and contacts to reinforce IRIN and ODI's shared

Global Presence

goal of improving humanitarian response. This partnership presents tremendous opportunities for beneficial synergies and the strengthening of ground-truthed humanitarian analysis. IRIN's mission overlaps and complements ODI's audiences and donors. The partnership between ODI and IRIN adds value both to the applicant organization and to the implementing organization.

ODI's role will be one of incubator, hosting IRIN administratively and financially. Most major bilateral donors require 2-3 years of audited financial history to fund an organization. As a new entity, IRIN is unable to meet these requirements. In its new incarnation, IRIN will be developing new financial procedures and management systems. In

the meantime, ODI can provide donors with the proven track record of fiduciary responsibility and financial oversight, while helping to build IRIN's capacity to administer its own funding responsibly and develop its own internal procedures.

ODI maintains full fiduciary responsibility over the requested funding and has a seat on IRIN's board, allowing it to participate in governance and providing accountability. IRIN retains its independence and has full authority over all organizational operations.

In addition to serving as a fiscal agent, ODI will provide administrative support to IRIN. As such, a small administrative hub will operate from ODI's office in London.

Correspondents present in:

Afghanistan	Madagascar
Angola	Malawi
Bangladesh	Mali
Benin	Mauritania
Botswana	Mauritius
Burkina Faso	Mozambique
Burundi	Myanmar
Cape Vede	Namibia
Cambodia	Nepal
Cameroon	Niger
Central African Republic	Nigeria
Chad	Occupied Palestinian Territory
Comoros	Pakistan
Congo	Papua New Guinea
Cote d'Ivoire (Ivory Coast)	Philippines
Democratic Republic of Congo	Sao Tome and Principe
Djibouti	Seychelles
Egypt	Sierra Leone
Eritrea	Somalia
Ethiopia	South Africa
Equatorial Guinea	South Sudan
Gabon	Sri Lanka
Gambia	Sudan
Ghana	Swaziland
Guinea	Syria
Guinea-Bissau	Tajikistan
Indonesia	Tanzania
Iran	Thailand
Iraq	Timor Leste
Israel	Togo Turkmenistan
Jordan	Rwanda
Kenya	Uganda
Kyrgyzstan	Uzbekistan
Laos	Vietnam
Lebanon	Western Sahara
Lesotho	Yemen
Liberia	Zambia
Libya	Zimbabwe

Bangkok Regional Editor

Roving Reporter

Operational Plan

OCHA has provided IRIN the flexibility to use its current resources to put in place the foundations of the new organization. In 2015, IRIN will focus on ramping up operations and increasing capacity. Initially, IRIN will leverage ODI's infrastructure and services as a cost-effective way of reaching its operational support needs.

IRIN is adopting a more contemporary approach of fewer staff members and more freelancers and consultants. This initial staffing structure is designed to accommodate the limited ability — in IRIN's early stages — to provide comprehensive benefits packages to international staff, while ensuring minimum disruption to the service. Meanwhile,

IRIN will undertake recruitment of and administrative/ finance/HR manager as a matter of priority. All positions will be filled competitively but IRIN is confident it can retain key talent, work processes and systems from the existing IRIN team as well as the services of the seasoned stringer network. As part of its initial structure, IRIN will also require a resource mobilization/marketing/outreach officer, a systems manager and a web developer.

IRIN aims to recruit world-class talent aggressively in its first few months of operation, reaching its full staffing structure (as per the organogram above) by September 2015.

Financial Requirements

IRIN's current operating budget, as part of OCHA, is US$6.7 million per annum. In its new incarnation, IRIN's minimum requirement for core operations is $3 million. This will cover two sets of costs.

Transition Costs:

- Recruitment of new staff
- Registration/incorporation in Switzerland and the US
- Setting up an operational hub in Geneva and an editorial hub in Nairobi
- Setting up a new website/platform and transferring archived content to it
- Management and meetings of the Board of Directors

Operational Costs:

- Staff salaries
- Travel and related expenses
- Office costs, namely rent and communication
- Commissioning of freelance material (film, multimedia, articles)
- Graphic design/IT costs
- Monitoring and evaluation

Note: Additional transition costs covered by IRIN/OCHA in 2014 include salaries of three members of the Transition Team, salary of a business development on a six-month contract, compensation for a consultant helping to register the new organization in Geneva, donor outreach missions, a feasibility study, a marketing consultancy to craft IRIN's new brand, and research into a revenue generation strategy. OCHA will also be transferring the many of the physical assets of the current IRIN service to the new organization.

Additional funding over the core operational budget of $3 million will allow IRIN to invest more heavily in multimedia projects, branding and marketing; revenue generation techniques; advanced, new digital platforms; and in-depth coverage specials. Supplementary funding will also allow IRIN to increase production, expand its geographical reach, offer articles in additional languages, and add mobile apps, inter-actives and possibly TV. In other words, with additional support, there is much scope to elevate IRIN to a truly preeminent news service.

Especially in its first year of operations, IRIN counts on the support of its traditional bilateral partners for its core operating costs, but is looking to foundations, international organizations and the private sector to be able to enhance the product offered beyond the baseline (See ANNEX D for budget breakdown).

Photo: Kate Holt/IRIN

In 2011, readers chipped in to pay for a Somali woman's fistula operation after reading her story on IRIN.

> " **What has struck me most forcefully about the news and features which IRIN provides is the originality of its outlook and the strength of its journalism."**
>
> **Paul Anderson, BBC:**

Photo: IRIN

Reporting, M&E, and Results-Based Framework

Activities presented in this proposal will be reported on in the 2015 IRIN Annual Report, to be published in early 2016. In addition, information will be shared with donors through periodic briefings.

Measuring the impact and progress of a knowledge/information services is never easy. Although quantitative measures can provide concrete data on the level of activities, output and direct distribution, they do not allow for qualitative analyses in evaluating impact and progress.

However, research into proving impact of mass media and advocacy products on behavior change is beginning to emerge[7], with many organizations now recognizing the pressing need for more high-quality evidence of impact, which has historically never been a priority in the sector. In its new incarnation, IRIN strives to participate into this evolving debate.

In the meantime, IRIN aims to ensure that our reporting is - as much as possible - evaluated in ways that capture a true picture of its impact, to inform future strategy, methodology and policy. IRIN will draw on a wide range of quantitative and qualitative research methods to systematically take stock of its work.

A 2013 IRIN article on the need for better data about groups vulnerable to HIV infection during emergencies brought two of the interviewees together for the first time, resulting in a conference session at the AIDS2014 conference in Melbourne.

They include:

Formative research on humanitarian needs to guide reporting priorities

- IRIN's reporting priorities are set annually through a multi-track approach:
  - IRIN refers to needs/trends analyses tools produced by IRIN's users, such as the annual OCHA Global Focus Model, the annual ECHO Humanitarian Aid Strategy, and the international community's humanitarian appeal response plans.
  - IRIN uses early warning indicators
  - Correspondents at the field level assess urgent, emerging and chronic humanitarian concerns on the ground.

Output and production targets

- IRIN measures itself annually against targets set for number of stories, percentage of analysis, number of photos/films, number of in-depth multimedia packages, etc.

"Congo's Curse", a 2006 IRIN film how the Democratic Republic of Congo's riches have spelt its ruin, moved a group of UK-based women to initiate a lobbying campaign with their members of Parliament advocating on behalf of the women of the DRC.

Testing and piloting of various products to provide feedback on audience responses

- A podcast pilot is to be developed
- In-depth feature format is in constant development

Monitoring audience and other stakeholders' satisfaction levels

- IRIN regularly conducts audience satisfaction surveys — of IRIN readers and non-IRIN readers — to assess its work, identify areas of improvement, and adapt accordingly.
- IRIN then applies this feedback to its work. For example, in recent years, IRIN has increased its production of analytical articles, after audience surveys revealed this was one of its most valued products.
- By competing for awards, IRIN rates itself against others in the same field.

Evaluating the reach of our products

- IRIN is enhancing its capacity to more systematically measure its reach via its website and social media through web analytics tools, such as Google Analytics, Alexa, Open Site Explorer and mySEOmoz. Paid services, such as Chartbeat, are also being explored for more detailed and real-time analysis and statistics.
- In addition, IRIN will begin using media monitoring services (such as Meltwater, MediaWatch and Factiva) to more systematically track its republication and citation in other media and journals.

Assessing the impact of our work in influencing aid agencies, donors and other media institutions

- Audience surveys
- Ongoing monitoring of adherence to objectives
- Independent evaluation with field-based case studies
- Anecdotal evidence
- Adapting as needed
- Priorities are revisited quarterly and on an emergency basis, providing the flexibility to adapt to new editorial needs and re-position correspondents in affected areas for consistent reporting.
- These indicators are monitored regularly and feed back into the coverage strategy — with work plans adjusted accordingly.
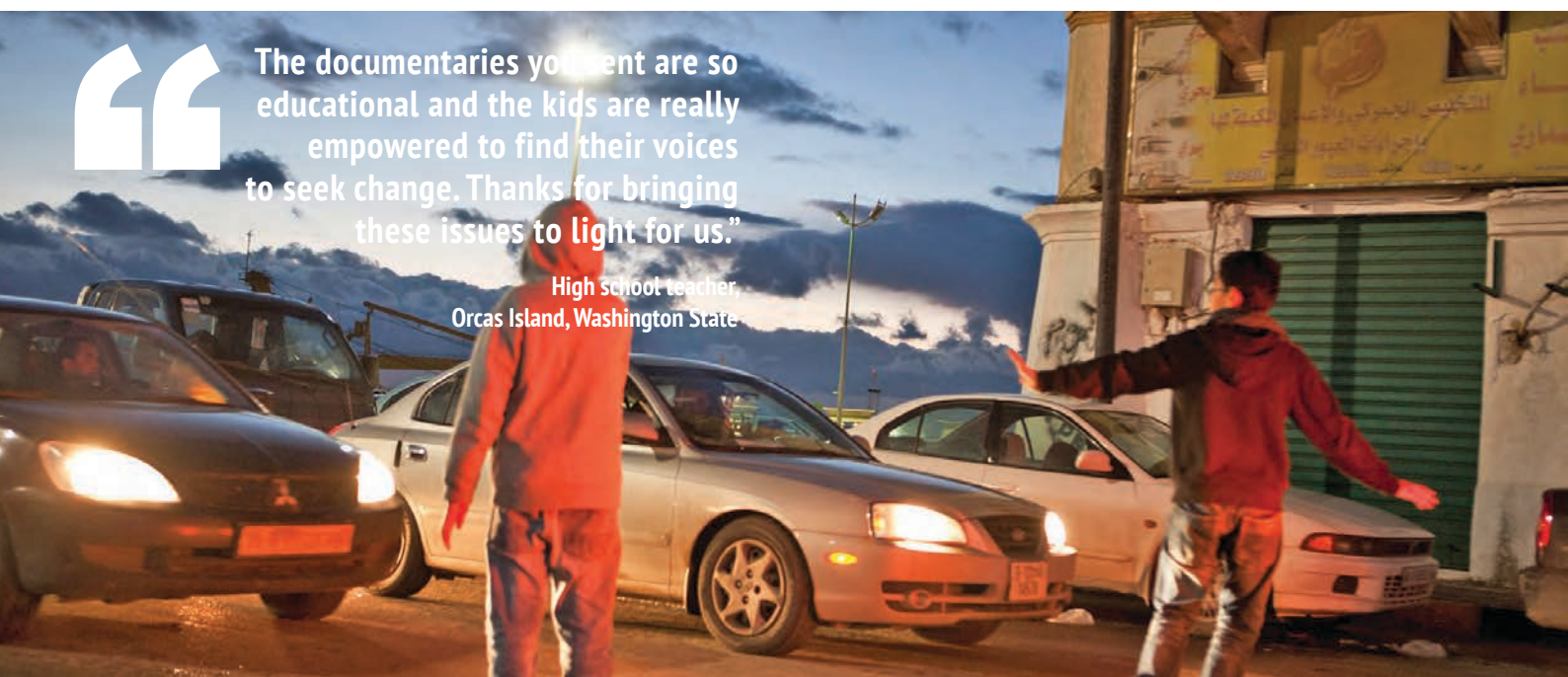
See ANNEX E for log frame of expected results, with baselines and targets.

Photo: Gratiane de Moustier/IRIN

"The documentaries you sent are so educational and the kids are really empowered to find their voices to seek change. Thanks for bringing these issues to light for us."

High school teacher, Orcas Island, Washington State

Photo: Gwen Dubourthoumieu/IRIN

> Decisions to fund Ugandan aid programmes were made as a result of IRIN reporting on the Lord's Resistance Army.

Risk Factors and Risk Mitigation
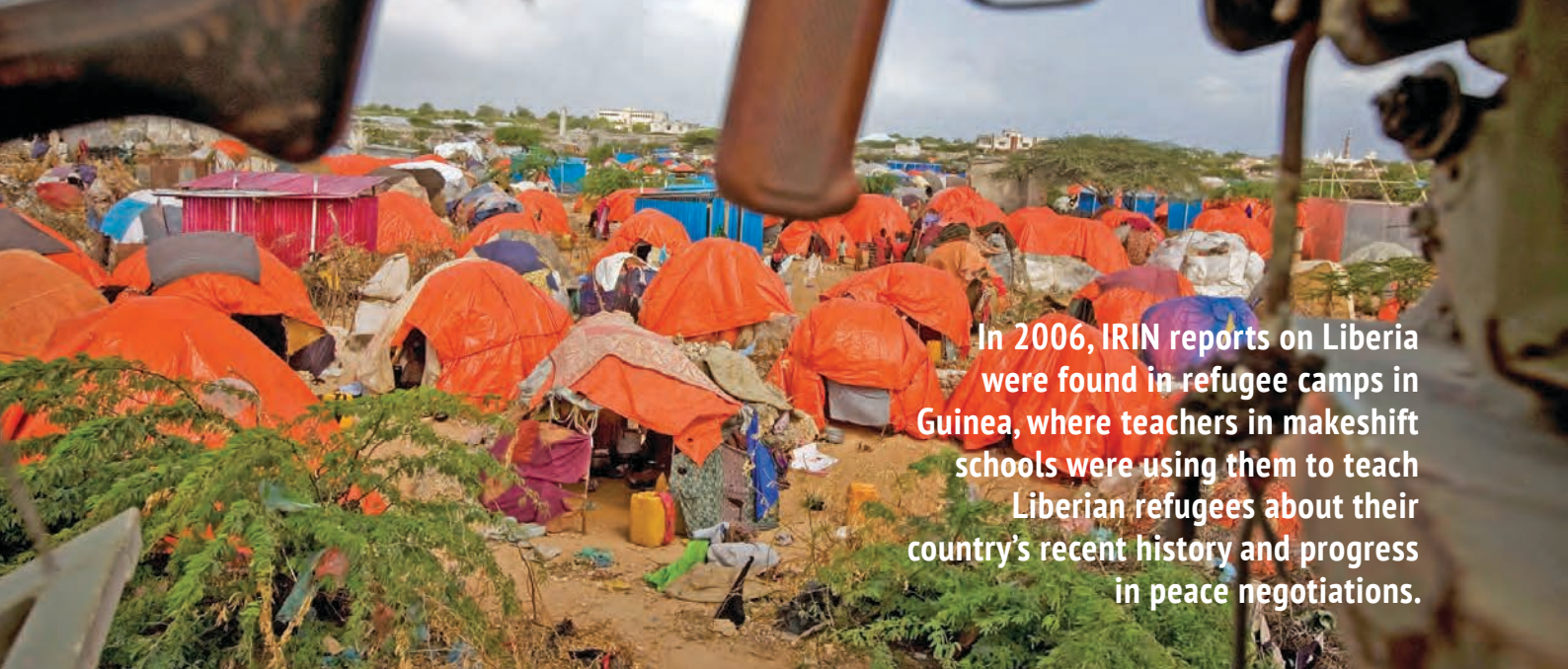
General risk analysis

IRIN faces several risks during this transition, but is actively working to mitigate them.

In addition, IRIN is developing a set of Risk Mitigation techniques to minimize corruption. These techniques will include robust organizational policies/procedures, training and enforcement programs, third party engagement/monitoring and a response plan.

As a starting point, IRIN will rely on ODI's ethics, anti-fraud, negligence, security, audit and HR guidelines.

Risk	Mitigating action
Inability to raise sufficient funding in time for 1 January re-launch	If unable to raise immediate transition funding, IRIN will shut down its service for several months and re-launch later in 2015 when longer-term funding has been secured.
Inability to set up the organizational infrastructure in time	IRIN is partnering with ODI and others to address its own infrastructural weaknesses during the transition period.
Reduced output during transition period damages IRIN's credibility	IRIN is crafting a communications policy to ensure it communicates its transition to stakeholders in a manner to manage expectations.
Inability to market itself and reach new audiences	IRIN is investing heavily in outreach and identification of syndication partners (for example, the New York Times Syndicate) to address its historical weakness in marketing, outreach and promotion. It has added an outreach/partnerships position to its organogram.
Loss of its 20-year-brand through the ODI partnership	IRIN's MoU with ODI will acknowledge maintenance of IRIN's independent brand.
Inability to prove its added value	For the first time, IRIN is beginning to systematically track its metrics through a robust set of indicators. (See below).
Safety of field-based staff	IRIN is developing a staff safety policy in consultation with risk analysis consultants, lawyers and other media organizations working in similarly hostile environments.

In 2006, IRIN reports on Liberia were found in refugee camps in Guinea, where teachers in makeshift schools were using them to teach Liberian refugees about their country's recent history and progress in peace negotiations.

Photo: Kate Holt/IRIN

Conclusion

IRIN has been providing ground reporting on humanitarian crises for nearly 20 years in a way nearly no other institution does. Outside the UN, IRIN is even better positioned to play this critical role, drawing on the expertise, networks and credibility it has developed, and combining it with increased reach, a more innovative approach and a sharper voice.

IRIN's film on Nairobi's slums inspired a whole segment of the 2011 UK Comic Relief charity telethon

Photo: IRIN

Notes

1/   http://www.irinnews.org/report/99589/thousands-flee-scorched-earth-campaign-in-drc-s-katanga and
     http://www.irinnews.org/report/99640/un-to-boost-troops-in-drc-s-troubled-katanga-province

2/ http://www.aljazeera.com/video/africa/2014/02/thousands-flee-violence-dr-congo-2014212114551242217.html

3/ https://za.news.yahoo.com/un-boost-troops-dr-congo-39-troubled-katanga-193407542.html

4/ http://www.reuters.com/article/2014/02/19/us-congo-democratic-un-idUSBREA1I1T420140219

5/ See:

    - Brown, Philip and Minty, Jessica, "Media Coverage & Charitable Giving after the 2004 Tsunami", William Davidson
      Institute Working Paper Number 855, University of Michigan, December 2006 http://wdi.umich.edu/files/publica-
      tions/workingpapers/wp855.pdf

    - Waqar, Salman, "The Media and Humanitarian Aid: In the Eyes of the Beholder", A Global Village, Issue 4, Imperial
      College London http://www.aglobalvillage.org/journal/issue4/engineering-development/waqar/

    - International Federation of the Red Cross and Red Crescent Societies, "World Disasters Report 2005, Chapter
      6: Humanitarian media coverage in the digital age", https://www.ifrc.org/en/publications-and-reports/
      world-disasters-report/wdr2005/wdr-2005---chapter-6-humanitarian-media-coverage-in-the-digital-age/

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      Development Assistance (ODA) to Recipient Countries", Georgetown Public Policy Institute, February 2005, http://sites.
      tufts.edu/jha/files/2011/04/a176.pdf

    - Minty, Jessica H., "Media Coverage and Disaster Relief: Is a Picture Worth a Thousand Words?"(2006), Honours Theses.
      Paper 169, Colby College http://digitalcommons.colby.edu/cgi/viewcontent.cgi?article=1168&context=honorstheses

6/ For example, a 2008 survey found that readers preferred IRIN's coverage to its closest competitor, BBC Online's
   humanitarian reporting, by a ratio of 4 to 1.

7/ The first randomized controlled trial to demonstrate that mass media can cause behavior change is currently being
   conducted by Development Media International.

Annex A
IRIN'S Web Analysis

Indicator	Description	Current levels
Website visits	Number of unique visitors who visit IRIN's website every month as measured by Google Analytics	2013 monthly average: 235,000 April 2014: 272,166
	Number of unique visitors who visit IRIN's website every year as measured by Google Analytics	2.6 million in 2013 (8 million based on internal IRIN server)
	Total number of page views per year as measured by Google Analytics	8 million in 2013 (170 million based on internal IRIN server)
	Monthly number of sessions of visits, as measured by Google Analytics	2013 monthly average: 377,326 May 2014: 443,674
Mobile visits	Number of monthly visits to IRIN's mobile site from a mobile device, as measured by Google Analytics	118,871 in May 2014
Reader engagement	Average website visit length	3 min 20 secs (based on internal IRIN server) 1min 11sec (Google Analytics)
	Number of photos downloaded from gallery	3,850 in 2013
Subscribers	Number of people who subscribe to IRIN by email as measured by IRIN internal servers	50,000 in 188 countries
Social media followers	Number of followers on IRIN's Twitter feeds	English Twitter feed (@irinnews): 35,700 French feed (@IRINFrancais): 1,545 Arabic feed (@irinnewsarabic): 638 (Sept 2014)
	Number of likes on IRIN's Facebook page	English Facebook page: 20,375 French page: 1,284 Arabic page: 1,735 (Sept 2014)
	IRIN's YouTube channel	1,780,210 view in 2013 As of September 2014: 1,208 subscribers
	Number of followers on Pinterest	250 in 2013 (36 boards, 346 pins)
Social media impressions	Number of people reached through retweets, shares. impressions as measured by Sprout Social Reporting	In April 2014, IRIN reached more than 10 million impressions on social media
Referrals	Number of website domains that link to IRIN's website (referring domains)	5,075 (Alexa)
	Number of website links that link to IRIN's website (backlinks)	3.8 million (Google Webmaster Tools)
Page rank	The number and quality of links to a page, as measured by Google, as a determinant of how important the website is.	8/10
Page Authority / URL rank	A prediction of how well a website will perform in search engine rankings	OpenSite Explorer: 86/100 (higher than Devex (56) and UN OCHA (65), just two points lower than ReliefWeb at 88, which has a much bigger audience due its jobs page)

Annex B
Transition Management Team

Ben Parker, Transition Leader, UK: Ben has been working in humanitarian affairs, online media and fragile states for over 20 years. In 2013, he was the director of communications for the UN in Somalia, based in Mogadishu. He headed the UN Office for the Coordination of Humanitarian Affairs for Syria, based in Damascus throughout 2012. Previously, he was the director of UN OCHA's Eastern Africa offices, and of IRIN. Since 1989, he has worked for relief and development agencies in Africa (including Oxfam, UNICEF, WFP, the EU and UNEP), but also as a free-lance writer and technology consultant. Most of his career has been in Ethiopia, Sudan and Kenya. He set up the initial editorial and online systems for IRIN in 1995, and later moved into web publishing in the private sector with Africa Online in 2000. In 2007, he returned to IRIN, taking over as Editor-in-Chief and Director. As a UN communications officer in Sudan from 2003-2006, he was closely involved in raising the alarm about Darfur internationally and released some of the first photos and TV footage of the crisis.

Heba Aly, Transition Manager, Dubai: Heba is a Canadian-Egyptian journalist with a particular focus on international development, counter-terrorism and human rights/humanitarian issues. She has reported from conflict zones in the Middle East, Africa and Central Asia, including Afghanistan, Sudan, Iraq and most recently Syria. A multimedia journalist, Heba has worked for the Canadian Broadcasting Corporation and Bloomberg News, among others. In 2008, she received a grant from the prestigious Pulitzer Center on Crisis Reporting. She covered Sudanese President Omar al-Bashir's indictment for genocide by the International Criminal Court; she was in Cairo during the 2011 Egyptian revolution; and she visited Damascus in 2012, just as the fighting was approaching the capital. She has worked for IRIN on and off since 2007, most recently in the capacity of Middle East reporter/editor. She speaks Arabic, English, French and Spanish.

Obi Anyadike, Editor-in-Chief, Nairobi: Obi oversees text and multimedia production across the five regional desks that deliver unique coverage on humanitarian crises and interventions. Obi is a seasoned online journalist and editor, with huge experience covering Africa and the South, and the global themes that impact development. He was also the founder, and chief fundraiser, for IRIN's award-winning tri-lingual HIIV/AIDS channel, PlusNews. Obi began his career as a back-packing journalist writing for the Economist and a range of London-based African publications. He was Zambia correspondent for Inter Press Service, chronicling the start of the multiparty wave in Anglophone Africa, and went on to cover the upheavals in Somalia and Ethiopia. A year later he was Africa Editor for IPS based in Zimbabwe, working with a team of young pioneers carving out space for progressive, independent media on the continent. Obi holds an MA in Peace and Conflict studies from the University of Notre Dame.

Anna Eliasson Schamis, Senior Business Development Advisor, Washington, DC: A principal at ACET Group, LLC, Anna is a senior fundraising and business development consultant. She works with institutions ranging from non-profit start-ups to global companies. Prior to founding ACET Group, Anna served for more than five years as Vice President of Development and External Relations at the Atlantic Council, a leading think tank in Washington, where she was responsible for the Council's entire fundraising, thought leadership and event management operations. Anna helped quadruple the Council's revenue and secure the participation of leaders ranging from former Presidents and heads of state to global business leaders and celebrities. Under her leadership, Anna created engagement platforms and programs for Fortune 500 companies and dramatically grew the quantity and quality of the Council's corporate partnerships. Anna also was a development director at the Aspen Institute; prior to that, she was a senior development officer at Cornell University. Anna is a member of the Advisory Board of the Americas Program, Center for Strategic and International Studies (CSIS). She served until recently as Vice Chair the Board of Directors of the United States Association for UNHCR (United Nations High Commissioner for Refugees).

Annex C
Advisory Group

Scott Weber, Director-General, Interpeace, Geneva: Scott was appointed as Director-General in 2005 by then-Chairman of the Interpeace Governing Council, 2008 Nobel Peace Prize laureate and former Finnish President Martti Ahtisaari, and nominated in 2010 to a second term by the council's current chair, former President of Ghana John A. Kufuor. Interpeace's work has been personally highlighted by former American President Bill Clinton at the 2006 and 2007 Clinton Global Initiative meetings as an innovative approach to conflict prevention. Scott began his career in the UN, first in disaster reduction and then in political affairs. Scott is a member of the Young Presidents' Organization (YPO), Chatham House (UK) and the Steering Committee of the Geneva Peacebuilding Platform. He is also a member of the Advisory Boards of the Geneva Centre for Security Policy (GCSP) and the Center for the Democratic Control of the Armed Forces (DCAF). Scott was selected as a Young Global Leader by the World Economic Forum in 2009, which recognizes annually "the 200 most distinguished young leaders below the age of 40 from around the world".

Yaoshiang Ho, former Vice President, Head of Business Development at AOL/Huffington Post Media Group: Until recently, Yaosh oversaw analytics and all partnerships, including distribution, ad networks, international deployments, traffic partnerships, content acquisition, and audience development for Huffington Post. He was also business lead for HuffPost Live, a live streaming news network. In that role he managed financial planning and analysis, audience development, and programming licensing. Prior to Huffington Post, he was Business Development Principal at Google where he developed content strategies and struck content acquisition partnerships for YouTube; negotiated sponsorships with sports leagues and live music promoters; and, developed fibre optic networks in East Africa as part of Project Link. When he managed business planning at The Associated Press, he built financial models for the expansion of financial news into the Asia-Pacific region and the launch of a premium ad network for newspaper members. He holds an MBA from Harvard Business School, MS in Computer Science from Stanford, and BA in Computer Science and Minor in Chemistry from the University of California at Berkeley

Naz Modirzadeh, Director, Program on International Law and Armed Conflict, Harvard Law School, Boston: Naz currently leads Harvard's new International Law and Armed Conflict program, which studies the critical challenges facing the various fields of public international law related to armed conflict. Previous to that, Naz led the School's Counterterrorism and Humanitarian Engagement Project, which carries out high-level legal research and policy analysis on the intersection between counterterrorism regulations and humanitarian action in situations of armed conflict. Naz regularly advises international humanitarian organizations, UN agencies, and governments on issues related to international humanitarian law/law of armed conflict, human rights, and counterterrorism regulations concerning humanitarian assistance. She focuses on the intersections between Islamic law, international human rights, and humanitarian law. She speaks, presents, and trains regularly in academic and professional circles on these topics. Her publications range from policy and monitoring reports on the use of torture to dilemmas in protection of civilians and the law of armed conflict, and from Islamic law in post-war Afghanistan to in-depth examinations of broader issues. She previously worked for the Harvard Program on Humanitarian Policy and Conflict Research and Human Rights Watch, and served as Assistant Professor and Director of the International Human Rights Law graduate program at the American University in Cairo. She received her B.A. from the University of California, Berkeley and her J.D. from Harvard Law School.

Dr. Adil A. Al-Qusadi, Co-Chair of the Saudi Humanitarian Emergency Aid and Response Team (Saudi HEART) Program, Riyadh, Saudi Arabia: Adil recently headed the multi-million dollar transformation of the Saudi Red Crescent Authority (SRCA, 6,000 employees), which involved seven work streams. Projected to take two years, under his leadership the organizational change was completed in half the time. He headed the organization's International Humanitarian Aid Strategy Project, which developed a Vision for 2022 in partnership with the international consulting firm McKinsey & Co. The vision is one step on SRCA's path to elevating its level of service delivery to match international standards. Trained as a doctor of medicine, Adil is a member of multiple government health commissions. He has represented SRCA in dozens of overseas missions, including: Dubai International Humanitarian Aid and Development (DIHAD XI), 2014; OIC Conference of Civil Society Organizations in OIC Member States, 2013, Turkey; and ASEAN Regional Disaster Emergency Response Simulation Exercise, Viet Nam. Currently he serves as co-chair of the Humanitarian Emergency Aid and Response Team (Saudi HEART), founded in collaboration with the Bangkok-based Asian Disaster Preparedness Center.

Michael Meyer, Founding Dean, Graduate School of Media and Communications at Aga Khan University, Nairobi: Michael comes to Nairobi from the United Nations in New York, where he served for five years as the communications director and chief speechwriter for Secretary-General Ban Ki-moon. An award-winning correspondent for Newsweek, he chronicled the break-up of communist Europe and German unification and, subsequently, the decade-long war in the Balkans. Between 1999 and 2001, he worked in Kosovo with the Organization for Security and Co-operation in Europe, after which he returned to Newsweek as the magazine's Europe Editor. He is the author of the Alexander Complex, an examination of the psychology of American empire builders, and the Year that Changed the World: the Untold Story of the Fall of the Berlin Wall, an eye-witness account of the revolutions of 1989, published in 11 languages and rated one of the "ten best books of 2009" by the Washington Post. He appears regularly as a commentator for MSNBC, CNN, NPR and other broadcast networks. He is a member of the New York Council on Foreign Relations and was an Inaugural Fellow at the American Academy in Berlin.

Patricia Banks, Founder of IRIN, Portugal: At the beginning of 1995, Pat joined the UN in Rwanda. That year, in the aftermath of the Rwandan genocide, she founded IRIN as a way of improving information flows to aid workers on the ground and humanitarian decision makers. Under her leadership IRIN expanded to cover all of Sub-Saharan Africa, the Caucasus, South and Central Asia, the Middle East and East Asia. Film, radio and in-depth analysis were added to IRIN's daily news coverage. Pat Banks was a print and TV journalist in the UK until 1979. She then began her humanitarian career with CARE and World Vision in Thailand, Cambodia, Ethiopia and Mozambique. She worked in the UN system on humanitarian emergency programmes, and was responsible for media and information activities in Ethiopia, Angola and Sudan. She established the office for the Department of Humanitarian Affairs in Somalia in 1992 and served as Senior Regional Humanitarian Officer for the Caucasus. In January 2008, Pat assumed the post of Chief of the Advocacy Information Management Branch (AIMB) in OCHA New York, which she held until her retirement from the UN in May 2012.

Dr. Sara Pantuliano, Director of the Humanitarian Policy Group, Overseas Development Institute, London, UK: Sara is a political scientist with extensive experience in conflict and post-conflict contexts. Prior to joining ODI, she led UNDP Sudan's Peace Building Unit, managed a high-profile post-conflict response in the Nuba Mountains and was a resource person and an observer at the Intergovernmental Authority on Development (IGAD) Sudan peace process. She holds a PhD in politics and has lectured at the University of Dar es Salaam. She has written extensively on Sudan and South Sudan and is a recognised public speaker and media commentator on Sudan, South Sudan and humanitarian issues. She is the Managing Editor of Disasters Journal and a Member of the Global Agenda Council on Catastrophic Risk of the World Economic Forum. She is also a Trustee of SOS Sahel and serves on a range of advisory boards, including the Humanitarian Innovation Fund, the Refugees Studies Centre and the UN Association of the UK.

Hugo Manassei, Global Head of Service Design, DigitasLBi, London, UK: Hugo is a designer and entrepreneur who applies design thinking, business expertise and a deep understanding of digital technologies to build new types of services. The early stage of his career focused on working with some of the biggest brands in the UK and US, while they grappled with the task of reshaping their businesses in the emerging digital age. From there, he moved into the public sector, where he focused on innovation. He was a founding partner of the internationally re-nowned public service design agency, Participle, which not only designs new services, but builds and scales them as enterprises. He is now with Digitas LBi, a global marketing and technology agency that transforms businesses for the digital age. The dual experience of driving through innovation in both the commercial and public sectors has given him expertise in helping some of the largest institutions behave differently, embrace digital technologies as a way of building new relationships with customers, and bring about fundamental social change. Hugo received a M.A. in Anthropology of Media from University of London; a B.A., with honors, in Product Design from Glasgow School of Art; and a B.A., with honors, in Business Studies.

Charles Onyango-Obbo, Africa Editor at the Mail & Guardian Africa, Nairobi: A leading pan-African journalist, author and commentator, Charles is the former Managing Editor of The Monitor, a daily Ugandan newspaper. He also served as Executive Editor for the Africa and Digital Media Division within the Nation Media Group, based in Nairobi, Kenya. He is now Africa Editor at the Mail & Guardian, Africa's first online newspaper. Charles has more than 87,000 followers on Twitter.

Peter Bouckaert, Human Rights Watch's emergencies director and an expert in humanitarian crises, is responsible for coordinating the organization's response to major wars and other human rights crises. A Belgian-born Stanford Law School graduate, specializing in the laws of war, Peter is a veteran of fact-finding missions to Lebanon, Kosovo, Chechnya, Afghanistan, Iraq, Israel and the Occupied Palestinian Territories, Macedonia, Indonesia, Uganda, and Sierra Leone, among others. Most recently, Peter has been in the Central African Republic, where he has conducted investigations into ethnic cleansing and war crimes committed during the current civil war. Peter is featured in the 2014 documentary film "E-Team," which was premiered at the Sundance Film Festival. In 2011, he was in Libya, where he investigated the use of landmines, the execution of prisoners and arbitrary arrests of African migrant workers. He has testified about war crimes before the United States Senate, the Council of Europe, and at the Yugoslav Tribunal (ICTY) in the Hague, and has written opinion pieces for papers around the world. His work has been profiled in Rolling Stone, The Washington Post, The Stanford Lawyer, and The Santa Barbara Independent Newspaper.

Sean Lowrie, Director, START Network, London: With a background in mechanical engineering, Scott has been a humanitarian aid worker since 1990. He is currently director of the Start Network, formerly known as the Consortium of British Humanitarian Agencies. Previously, he has worked for local organizations, lived in refugee camps, managed major relief operations in complex political emergencies, led global humanitarian operations for an international NGO, facilitating the introduction of humanitarian standards on six continents, and worked with many organizations to improve their performance. His professional network reflects a 20-year history of boundary-spanning assignments. He has visited some 70 countries, which in 22 and lived in 10. As a consultant, he has completed over 80 contracts working for a diverse range of organizations. He is retraining as a social scientist through a PhD at the School of Social Science and Public Policy at King's College London, where he is writing a thesis on organizational collaboration. He also contributes to Humanitarian Futures research programme and is a founding partner of the strategy consultancy Sensitive Dynamics. His passion it helping organizations be able to continually change.

Peter da Costa, Consultant, Nairobi: Peter is a development policy and strategic communication specialist who has worked extensively in Africa as well as on global issues and initiatives for more than two decades. A trained journalist, he reported from West Africa during the early 1990s for a range of print, broadcast and multimedia outlets. In 1994 he became Regional Director for Africa of Inter Press Service, a global media and development communication agency, and moved to Zimbabwe. In 1997 he was appointed Senior Communication Adviser to the UN Under-Secretary General and Executive Secretary, United Nations Economic Commission for Africa, headquartered in Ethiopia. In 2003 he left the UN to pursue doctoral studies at the School of Oriental and African Studies, University of London, and was subsequently awarded a Ph.D. in Development Studies. His areas of expertise include Translating Research into Policy; Strategic Communication; Monitoring and Evaluation; and Organizational Development. He originates from The Gambia and Ghana.

Robert Powell, Humanitarian Media Specialist, Scotland: Robert has wide experience in reporting and editing news, training journalists and supporting media development projects in Africa, Asia and Latin America. Over the past decade, Robert has focussed increasingly on the humanitarian dimension to communication in developing counties. He served as IRIN's Managing Editor for West Africa [2003-2005] and went on to work for the infoasaid project [2010-2012], a joint venture between BBC Media Action and Internews which helped aid agencies improve their two-way communication with disaster-affected communities. Since 2012, Robert has continued to specialise in humanitarian communication and the use of communication to improve the resilience of vulnerable communities. Over the past two years, assignments have taken him to Nepal, Bangladesh, India, Kenya, Ethiopia and Jordan. Robert also worked as a correspondent for Reuters news agency for 16 years in Portugal, Africa and Latin America. He holds an MA Honours degree in Hispanic Studies from the University of Edinburgh and speaks French, Spanish and Portuguese fluently.

Dr. Randolph Kent, Senior Research Fellow, King's College, London, UK: From 2005-2014, Randolph directed the Humanitarian Futures Programme at King's College, London. The programme was designed to help enhance the anticipatory and adaptive capacities of humanitarian organizations to deal with the types of humanitarian threats that need to be faced in the future. He accepted his post with Kings College, London, after completing his assignment as UN Resident and Humanitarian Coordinator for Somalia in April 2002. Prior to his assignment in Somalia, he served as UN Humanitarian Coordinator in Kosovo [1999], UN Humanitarian Coordinator in Rwanda [1994-1995], Chief of the IASC's Inter-Agency Support Unit [1992-1994], Chief of the UN Emergency Unit in Sudan [1989-1991] and Chief of Emergency Prevention and Preparedness in Ethiopia [1987-1989].

Howard French, Associate Professor, Columbia Journalism School, New York: Howard is an award-winning former New York Times international correspondent and author of several books on Africa and Asia. His career in journalism began as a freelance reporter for The Washington Post and many other publications in West Africa. Fom 1990 to 2008, he reported for The New York Times as bureau chief for Central America and the Caribbean, West Africa, Japan and the Koreas, and China in Shanghai. His work was twice nominated for the Pulitzer Prize; he was twice the recipient of an Overseas Press Club Award, and he has also won the Grantham Environmental Award, among other awards. From 2005 to 2008, Howard was a weekly columnist on global affairs for the International Herald Tribune. He is the author of "A Continent for the Taking: The Tragedy and Hope of Africa" (2004), which was named non-fiction book of the year by several newspapers, and won the 2005 American Library Association Black Caucus Award for Non-Fiction, and was runner up for the Lettre Ulysses Award for the Art of Reportage and for the Hurston Wright Foundation's non-fiction prize. He is also the author of "China's Second Continent: How a Million Migrants are Building a New Empire in Africa, which will be published by Alfred A. Knopf in May 2014. His work has been published in The Atlantic, The New York Review of Books, The New York Times Magazine, The Nation, Rolling Stone, Transition, The Chronicle of Higher Education, The Crisis, and Travel and Leisure. He is also a documentary photographer, whose book, "Disappearing Shanghai: Images and Poems of an Intimate Way of Life," with Qiu Xiaolong, was published in 2012. Howard was a 2011 fellow of the Open Society Foundations and is presently researching a book about the geopolitics of East Asia.

Annex D
Budget

Cost	Details	2015 (in $)
Leadership & Core Production	Salaries of editorial staff, commissioning print material from freelancers	1,308,000
Multimedia Production	Salary of a multimedia and photo editor, commissioning films and photos from freelancers	319,500
Languages	Salaries of language editors, commissioning freelance translators	269,568
Business Development/ Start-up costs	Salaries of business development/outreach staff	267,000
Operational Support	Salary of administrative & finance manager; IT support, web development and systems work, market research and surveys, monitoring and evaluation	462,850
Travel	Reporting trips for editorial staff; management/donor outreach trips; board meetings	156,000
Capital Expenditure / Equipment	Laptop, recorders, cameras, IT, website/app redesign	24,000
Operating Costs	Telecoms, internet, field insurance, board/liability insurance, legal support, auditing, software and cloud services, recruitment, rent, office utilities	132,000
Sub-Total		2,938,918
Contingency (10%)		293,892
TOTAL		**3,232,810**

Annex E
Results-Based Framework

IRIN's overriding goal is to contribute to more effective, principled and resourced humanitarian action that better meets the needs of affected people. Within this goal, IRIN has four main objectives:

■ **Objective 1:** *The general public is more aware of neglected crises* — When the general public is better informed and more engaged, it can put pressure on politicians to act. This can lead to more allocations of resources to humanitarian relief and more of a spotlight on aid, forcing actors to be more accountable.

■ **Objective 2:** *The voices and views of those most affected by crises reach decision makers* — When the voices of those most affected reach decision-makers, priorities and resources can be shifted/re-allocated according to need, new resources can be directed to areas previously neglected.

■ **Objective 3:** *Aid workers better understand the context behind crises* — When aid workers are better informed of the context in which they work, their programs will be more tailored to the specific needs of that culture and/or environment

■ **Objective 4:** *Lessons learned are brought to light and policies are changed accordingly* — By documenting what is – and is not – working, identifying both malpractice and success stories, IRIN can help aid agencies learn lessons, adopt best practices, address problems and change policies for the better.

To achieve these objective, IRIN carries out several activities, and measures its success as follows:

OBJECTIVE 1: THE GENERAL PUBLIC IS MORE AWARE OF NEGLECTED CRISES

Activity: Producing news, feature and analysis articles, films and multimedia products on fast and slow onset emergencies in Africa, Asia, the Middle East and Latin America			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Total number of articles published	1,579 in 2013	80 per month	106 per month
Total number of photos added to gallery	1,298 in 2013	40 per month	40 per month
Total number of films produced	30 in 2013 (8 major documentaries, 22 shorts)	1	1 per month
Total number of countries covered	65	40	75
Audience surveys confirm IRIN's role in raising awareness	63% said IRIN reports from locations that other news agencies do not (2013) 67% said IRIN reports on issues that other news agencies do not (2013) 27% said IRIN provides news that is not available elsewhere (2013) 49% said IRIN played a "significant role" in raising awareness of humanitarian needs or issues (2012**)**	(formal survey to be conducted by year-end)	80% say IRIN plays significant role in raising awareness of humanitarian issues 70% say IRIN reports from places or on issues that others do not 35% say they cannot find IRIN material anywhere else
Number of examples in which IRIN reports on humanitarian issues other media have not covered	(not currently measured)	Monitoring methodology to be developed via media monitoring services such as Meltwater	

Activity: Distributing IRIN content via IRIN platforms (website, social media, mobile apps) and via third-party distributors			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Number of unique months visitors to IRIN's website	235,000 monthly average in 2013	250,000 monthly average	300,000 monthly average
Number of subscribers to IRIN material	50,000	55,000	65,000
Number of followers on Twitter	35,700 (English Twitter account) as of Sept 2014	45,000	60,000
Number of outlets that syndicate IRIN	4 (Reliefweb, AllAfrica, Guardian Development Network, Oximity)	6	8
Number of media outlets that cite IRIN	More than 100 in 2014 (*historically, this was not tracked systematically, and as such could be higher. Moving forward, IRIN will use Meltwater or similar media monitoring software to measure)	100	150
Number of instances in which IRIN coverage prompts other media to cover neglected stories	(not currently measured systematically)	Monitoring methodology to be developed via media monitoring services such as Meltwater	
Number of films submitted to international festivals	Ad-hoc	—	30% of documentary films produced

OBJECTIVE 2: THE VOICES AND VIEWS OF THOSE MOST AFFECTED BY CRISES REACH DECISION-MAKERS

Activity: Target decision-makers with IRIN material			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Percentage of IRIN readers who are decision-makers or senior managers	6%, according to 2012 reader survey An additional 17% have "strong impact"; and 38% have "some impact" on humanitarian issues and policy	--	10%
Number of media outlets / journals ranked "very influential" who cite IRIN material (ex. New York Times, Lancet, etc)	(not currently measured)	Monitoring methodology to be developed	
Number of people institutions ranked "very influential" who use IRIN as a source (human rights organizations, risk consultancy firms, UN rapporteurs)	Currently anecdotal	Tracking methodology to be developed	

Activity: Target decision-makers with IRIN material			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Percentage of readers who use IRIN to make funding decisions	3% said IRIN information played a "significant role" in funding decisions of more than $100,000 (2012 survey)	--	5%
	An additional 2.4% said IRIN information played a "significant role" in funding decisions of up to $100,000 (2012 survey)		5%
Percentage of readers who use IRIN to decide on deployment of staff and/or resources	5% of respondents said IRIN information played a "significant role" in decisions regarding deployment of staff/resources (2012 survey)	--	8%
Percentage of readers who use IRIN to inform organizational and operational priorities	13% of respondents said IRIN information played a "significant role" in decisions regarding organizational and operational priorities (2012 survey)	--	15%
Percentage of readers who use IRIN to decide to undertake a needs assessment	17% of respondents said IRIN played "significant role" in influencing decisions to undertake a situation analysis or field assessment (2012 survey)		20%
Percentage of readers for whom IRIN stimulates further research or advocacy	21% said IRIN information played a "significant role" in a decision to pursue research, advocacy or reporting	--	25%
Percentage of readers for whom IRIN is critical to their work	More than half of respondents said IRIN information had a significant impact on their work, including 6% who said the impact was "critical"	--	60% and 10% respectively

Activity: Producing articles that provide "early warning" by forecasting crises and recommending a course of action			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Examples of IRIN covering emerging issues at their early stages	Currently in the form of examples	—	To be measured through independent field-based evaluation with case studies

Activity: Submitting IRIN material to awards' competitions			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Number of international awards granted		—	3

OBJECTIVE 3: AID WORKERS BETTER UNDERSTAND THE CONTEXT BEHIND CRISES

Activity: Producing articles that provide context and analysis			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Percentage of articles that are analytical	28% (439 reports) in 2013	35% of articles	35% of articles

Activity: Participating in conferences as expert panelists			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Number of conferences IRIN reporters are invited to speak at annually	2 in 2013; 3 so far in 2014	1	4

Activity: Targeting relevant academics, researchers and think tanks to ensure their work is informed by IRIN analysis			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Number of journals and think tanks that cite IRIN's work	More than 115 in 2014	30	130

Activity: Helping other journalists better understand and report on humanitarian issues			
Indicator of success	**Current Baseline**	**Transition Target (Jan-March 2015)**	**2015 Target (Apr-Dec 2015)**
Number of trainings provided to other journalists on humanitarian reporting	Currently ad-hoc	—	1 per quarter

OBJECTIVE 4: LESSONS LEARNED ARE BROUGHT TO LIGHT AND POLICIES ARE CHANGED

Activity: Publishing investigative reports or series that uncover malpractice in the humanitarian sphere

Indicator of success	Current Baseline	Transition Target (Jan-March 2015)	2015 Target (Apr-Dec 2015)
Number of investigative reports published	–	3	9
Examples of IRIN reports leading to changes in programming & aid delivery		3 (collected anecdotally and through reader surveys)	9

Activity: Publishing reports that highlight lessons learned and best practice

Indicator of success	Current Baseline	Transition Target (Jan-March 2015)	2015 Target (Apr-Dec 2015)
Percentage of stories that highlight lessons learned and best practices	–	25% (to be measured through internal tracking)	30%

Activity: Publishing reports that highlight innovations and success stories

Indicator of success	Current Baseline	Transition Target (Jan-March 2015)	2015 Target (Apr-Dec 2015)
Number of reports that highlight innovative approaches	(not currently measured)	10	48