THINKING FORWARD

– MAKING THE MEDIA MORE DIVERSE –

A GUIDE FOR CHANGE-AGENTS
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1. INTRODUCTION

Research has shown that people transpose media images into their perceptions of the society in which they live and in so doing, media fiction can become a part of their perceived reality. If immigrant and ethnic minority communities feel that they are portrayed in the media as secondary citizens, it can reinforce a sense of exclusion and marginalisation from the country’s mainstream culture. If media representations contain overt or covert racism and stereotyping, they will tend to confirm prejudices towards these communities that can, in turn, provoke or exacerbate exclusionary and discriminatory behaviour throughout society.

Integration is both a matter of social cohesion and a prerequisite for economic efficiency. It is, therefore crucial to ensure successful integration of both existing and future immigrant and ethnic minority communities. Integration should be understood as a two-way process based on mutual rights and corresponding obligations. This implies that each society ensures equal participation of immigrant and ethnic minority communities in economic, social, political, cultural and civil life and that all communities in the society respect the fundamental norms and values of the country of residence and participate actively in the integration process, without having to relinquish their own identity.

Making cultural diversity part of the reality of television and radio will have a profound effect on the perceptions and attitudes of the audiences. It will provide the immigrant and ethnic minority communities with positive role models while it will offer to the wider public a more realistic and balanced portrayal of these groups and multicultural society as a whole. Both aspects are of great importance to ensure immigrants and ethnic minorities a respected place in the society in which they live. The increasing change in attitude of the media towards the multicultural society is not only on account of political correctness, but more so that of a ‘business case’. The growing consumer spending power of these communities is already having an increasing impact on future broadcasters’ policies. Public as well as commercial broadcasters are struggling to legitimise their existences in the face of ever-growing competition between stations over ratings. In this sense multicultural audiences in all EU-countries are economically becoming increasingly important target audiences.

Over the years, there have been many conferences on the media at both a national and international level. Codes of conduct and guidelines have been developed and handbooks for journalists have been drafted on how to counteract racism and promote diversity. From the outset the main concern was “how to get more diversity into newsrooms?” Since then, discussions have moved on from anti-racism issues, to issues such as social exclusion, equal citizenship, negative portrayal, integration, Islam, illegal entrants, asylum seekers. Recently the responsibility of the media in setting the political agenda and its role in instigating “media hypes” has become a hot topic of debate. Yet, despite conferences, projects and more discussions, there still remains only a handful of journalists from a minority background working in the media industry; and most journalists and broadcasters are still struggling to portray a fair picture of the multicultural society. While most of the recommendations and guidelines are still valid, the big question remains ‘how to put them into practice’?

EquaMedia is a transnational network of national EQUAL projects¹, which has endeavoured to find some answers to this question. The EquaMedia partners work both nationally and on a transnational level,

¹ The EU/EQUAL programme, funded by the European Social Fund, tests new ways of tackling discrimination and inequality experienced by those in work and those looking for a job. The key principals of EQUAL are : transnational co-operation, innovation, empowerment, thematic and partnership approach, dissemination and mainstreaming to ensure that EQUAL informs policies and practice. The EquaMedia network is a result of the transnational partnership between EQUAL projects in Greece, Italy, the Netherlands and the United Kingdom. It is active since 2002 and through the different projects brings together a total of 90 organisations. In Greece, organisations collaborate in the DREAM-project. In Italy two partnerships were established, L’Immagin dell’ immigrato tra media, società civile e mondo del lavoro and Etnequal Social Communication. In the Netherlands organisations unite in the Multiple Choice project, whereas in the United Kingdom the undertaking is called Voices Without Frontiers/Community Media Development Project. The national Equal projects and the EquaMedia network are financially supported by the European Social Fund (ESF) of the European Commission. See for more information: http://www.equamedia.org
towards a rich and diverse media culture in which equal participation of immigrant and ethnic minority communities is essential. The project partners have developed a toolkit for ‘change-agents’ and future EQUAL projects in the media industry, which offers extensive information on how the media industry is working, outlines strategies for change and provides examples of good practice that can be replicated. The toolkit consists of this publication, a CD-Rom and digital databases on the European website: www.equamedia.net.

The EquaMedia partnership is convinced that if ‘change-agents’ have access to the information provided by the toolkit, this can be of great help in starting constructive dialogues between the ‘change-agents’ and the ‘stakeholders’ in the media. This will lead to the implementation of new pragmatic diversity policies for the media. The development of the toolkit has been co-ordinated by the Dutch project “Multiple Choice”. It developed the toolkit during several transnational workshops in which ‘stakeholders’ and ‘change agents’ reflected on and contributed to the draft content of the toolkit.

2. WHY EQUAL AND HOW

The EQUAL programme proved to be an important vehicle for change, both at a national and transnational level. A number of national EQUAL Development Partnerships (DP’s) have brought together media companies, training institutes, NGO’s, migrant associations, anti-racist organisations, public broadcasters, community media, national authorities, and many more organisations connected to the media. As an example, the national partnerships within the EquaMedia project include more than 60 national partners and other collaborators. The composition of these DP’s has made it possible to develop tools and methods such as those outlined below that have helped the media to become more intercultural and to provide a more welcoming working environment for professionals from ethnic minority backgrounds.

Making News Reporting More Representative

One of the most important techniques in this area of activity has been the creation by the Italian project Etnequal of intercultural training modules for journalists that have been offered to existing journalists and to students of journalism. In Italy, thanks to EQUAL, it has been possible to create Migra the first news agency staffed by both Italian and migrant journalists that provides timely, accurate and unbiased news and information in a format, which can be easily picked up and used by national news programmes.

Developing New Forms of Training

In addition to the training for journalists, workshops and summer schools have been organised by the Multiple Choice project in the Netherlands for ethnic minority professionals as well as for indigenous media professionals. Minority NGO’s have also been trained in Greece by the DREAM-project, to engage in constructive dialogue with the media; and in Italy as well as in the Netherlands other voluntary organisations have been given the opportunity to make their own radio and television programmes. The Dutch EQUAL project Multicultural Media Master classes (MMM) has provided ethnic minority media talents with training by involving them with a public broadcaster in the development and production of innovative intercultural programme formats.

Providing Opportunities for Young People

As in other areas of society, EQUAL projects have also looked at youth to help bring about change. Several pilot projects have been developed and executed to encourage young people from migrant and ethnic minority groups to choose a vocational career in the media industry. In the Netherlands placements have been created so that they can experience what it is really like to work for major news programmes. Other young people have had the chance to produce their own television programmes, some of which were subsequently broadcast by local, regional and national public channels. In the UK the ‘Voices

2 Individuals, organisations, institutions, which aim to improve the intercultural qualities of the media and which combat negative portrayal.

3 Mainstream broadcasters, vocational training institutes, authorities and unions of journalists’ and other media employees, minority NGOs and ethnic minority media professionals
Without Frontiers/Community Media Development Project’ developed and built an Internet database ‘the showcase’ in which all produced programmes could be stored and accessible for exchange within the EquaMedia partnership and for ‘consumption’ by a wider audience.

Promoting Diversity
In the Netherlands strategies have been developed by the Multiple Choice project to improve diversity policies based on the business case, while the Greek DREAM DP has worked on an equality audit for broadcasting. Another important milestone was an international conference in Dublin. The event was organised by the Swedish umbrella and brought together diversity officers from most of the European public broadcasters and the European Broadcasting Union (EBU). This meeting was followed up by a transnational roundtable of the EquaMedia network during which the media diversity officers decided to initiate a working committee on diversity policies within the EBU and to revive the EBU Charter on Equal Opportunities. In this new Charter public broadcasters should commit themselves to an annual report on their diversity efforts. Already the activities of the mentioned Equal projects have inspired other broadcasters to participate in projects for the second funding period of EQUAL.

Conclusions and lessons learnt!
To make cultural diversity part of broadcast reality requires change. This change is needed in both the production and distribution of radio and television programmes and personnel policies. Personnel have to be re-trained. Diversity policies have to be introduced, implemented and monitored. Media training centres need to review their curricula and most important of all, more young people from immigrant and of ethnic minority origins will have to choose a career in the media. This, in coherence with each other, will lead to a greater diversity of representation in the industry itself. As a consequence, this will lead to greater pluralism and diversity both within the industry and in what is distributed through the audio-visual industry.
I. MAKING A CHANGE

Making a change in the media requires a great deal of detailed knowledge of the media structure and the internal production processes. It is impossible to change the media in one single action, as the production process of the media is a complex chain of events, depending on many factors, regulations and unspoken rules. Therefore, before discussing solutions, strategies and methodologies, it is important to ‘map’ the stakeholders and the mentioned processes and to see what has occurred with possible commitments, recommendations and policies in the past. Only after having done so, can one start analysing the problems, searching for new and pragmatic solutions and examples of good practice. These outcomes, together with existing research, will help to formulate a ‘blueprint’ for an ideal media structure, which is suitable for the present and future multicultural societies. This ‘blueprint’ can only be realised if national and or local ‘change agents’ and ‘stakeholders’ join forces in effective partnerships.

This publication is part of a toolkit, which offers an insight into the structures of the media industry and contains tools, which can help to make alliances with other ‘change agents’. The strategies, methodologies and tools mentioned in this brochure can be used by ‘change agents’ to encourage (multicultural) changes in the present national media environments. All information is based on past experiences of ‘change agents’ and discussions in transnational meetings and ‘round tables’.

1. WHO ARE THE ‘CHANGE AGENTS’

‘Change agents’ are individuals, organisations and institutions aiming to improve the intercultural qualities of the media and to combat negative portrayal. ‘Change agents’ can be found in many different places and organisations. They are very often active and isolated in their own limited field and have minimal contact with other ‘change agents’. ‘Change agents’ are not a new phenomenon as in the past in many countries several groups have been successfully promoting equal opportunities for women in the media for many years and have been fighting to avoid exposure of minors to harmful programme content in the media. These ‘change agents’ have a long-standing experience with the media as successful ‘change agents’ and can be used as advisors or allies.

2. THE MEDIA ENVIRONMENT

During the last few years the broadcasting industry has changed considerably and is still changing. It is becoming more diverse, more fragmented and more flexible in its structure. The monopoly of public service broadcasting has disappeared. Public broadcasters are now struggling to legitimise their existence
in the face of the ever-growing competition between stations (public and commercial). New technologies, globalisation and liberalisation of the broadcasting legislation have meant that audiences can now receive almost limitless public and commercial radio and television stations by antennae, cable and satellite. This fragmentation offers the audiences more choice, but also creates more competition between the channels to attract the same audiences. This has forced the broadcasters to become more aware of their target groups and to search actively for potential new audiences. The growing percentage of ethnic minorities in European urban societies is becoming an increasingly interesting consumer group and therefore an attractive target audience for both commercial and public broadcasters. However, public broadcasters and other mainstream media have a major problem in attracting the young urban audiences to their programmes. Urban audiences are diverse, multicultural, multi-ethnic and modern. In the near future urban populations up to the age of 30 years old will be 50% of ethnic minority origin. In order to reach out to these audiences and to serve them with information, culture and entertainment major changes have to be made in programming style and in the use of media as such. Youngsters themselves have to be involved in the programme development.

The initial structure in the eighties of national public broadcasters based on licence fee income has evolved into the dual structure of the nineties, adding private broadcasters based on advertisement revenues. By the end of the nineties, pay-TV and pay-per view revenues have emerged as a third main income stream. Digitisation is amplifying further multiplication of channels and supply. The resulting new opportunities of offerings, in fields like special interest channels, video-on-demand, and interactive media is leading to repositioning and alliances across sectors, including radio, Internet, and print. By the end of the nineties, the total media sector in the EU represented some 145 billion Euro, out of which roughly a third was for television and radio broadcasting, and another third for magazines and newspapers even if figures in the sector are notoriously unreliable, given the often different statistical base. In television/broadcasting, some 45% of revenues now come from advertisement, the rest in nearly equal parts from public broadcasting fees and from pay-TV subscriptions. The diversification of revenue streams is reflected by a diversification of platforms and products: Free TV; Pay-TV / pay-per-view and soon, interactive and, perhaps earlier than we assume, Broadband Internet as a mass-market. Looking at the forecasts for digital TV in homes also shows the dynamics of the sector in the EU. Some sources predict by 2004 nearly 40 million homes in the EU will have digital TV and Satellite, cable and terrestrial which is a rise from 15 million at the start of this decade. The entry of digitalisation into the television sector is leading to substantial re-arrangements of the sector in Europe, and these reflect in the sector's agenda for this decade and the resulting trends in regulation.

2.1. THE MEDIA IN THE MULTICULTURAL SOCIETY

On account of the technological revolution almost every immigrant and ethnic minority group is able to receive direct to their living room radio, television and Internet news and entertainment from either their original countries or from local ethnic community stations. On the other hand because of the development of the global media, news and information from conflict zones from the other side of the globe, are influencing the news in the national media. Events in the Muslim world have their impact on local communities in Europe, as national media tend to copy and generalise the news as soon as it comes in from global stations without further analyses and without considering the impact on the relations between local audience groups. Furthermore, media are setting the agendas for political debates concerning integration, religion and asylum and are responsible for several unpleasant (sometimes unfounded) news hypes, which can affect developments in a particular community.

In the member states of the European Union there are thousands of minority community media initiatives, involving tens of thousands of people. These media groups use mainly magazines, newspapers, Internet/web-based media, radio and television stations as well as programmes produced by, for and about immigrants and ethnic minorities. Minority community media are often local, sometimes regional or national initiatives, if appropriate using the language of their audiences and providing them with information about participation and education in their country of residence. They provide a platform for discussion and exchange within the immigrant and other ethnic minority communities as well as between the minority and the indigenous/majority communities.
In most countries, the mainstream media are considered to be the most appropriate channels for information and communication for all groups in the society. However, they do not, as yet, reflect the multicultural and multi religious nature of our societies in an adequate way. In Italy, a study conducted by Censis, a respected national research institute, within the project “Image of Migrants in Italy through Media, Civil Society and the Labour Market” indicated that in 78% of the cases, television news mentioned the migrant in a negative context, and that in 58% of the cases reference was made to criminal or illegal behaviour. This research was supported by the outcome of a European wide monitoring of the press in 15 EU-member states in October 2003, by OL/MCM, which showed that crime and deviance was the most important topic in news with an ethnic dimension, followed by discrimination and racism as the second most important topic. Fundamentalism/extremism and religious identity and practices taken together were the third most important topic in news with an ethnic dimension. Since September 11, the situation has become even worse, as the media are increasingly setting the political integration agendas by connecting Islamic and Muslim communities to terrorism and extremism. Audience research shows that migrants and refugee communities do not feel themselves and their views equally and fairly reflected in the national mainstream media and in addition, recently arrived migrants and refugees are often not able to communicate in the language of their new country of residence and have no access to the information provided by the mainstream media.

Because of the negative developments in multicultural societies and the new technological developments, people from immigrant and ethnic minority communities have started to engage themselves increasingly, via satellite and Internet with a different community at home to that of their workplace, on the street or at school. Assimilation and integration are concepts of the past. Instead, a more accurate description is that multicultural society is a society where people of different cultural backgrounds are living together. Therefore, in the present situation, we have to accept that because of this, people have different points of view based on their own cultural, social and religious backgrounds, which will be influenced and encouraged by global media. In order to create an atmosphere of mutual understanding and an environment for intercultural communication, the national mainstream media as well as the national and local media will have an increasingly important responsibility.

2.2. THE MEDIA LABOUR MARKET

The media industry compared to other industrial sectors is a relatively young- and therefore not well-structured industry. It is, apart from a few bigger broadcasting companies, composed of a mosaic of small and medium sized enterprises. Employers rarely co-operate in labour market and vocational educational policies. They are more interested in production and technical matters than in future policies and necessary vocational infrastructures. Workers unions have a role to play as a ‘change agent’ in the media industry. However, unions have an image-problem and are facing the challenge of how to attract new members.

The technological, economical and political developments concerning the media and communication industry has led to major changes to employment practices in the industry of which the effects can be felt everywhere. Because of the economic recession broadcasters receive far less income from commercials and licence fees. Due to this, broadcasting companies have had to reduce their staff and production budgets. This has its direct effects in the supporting industry, which has to offer its services for far smaller budgets and with fewer personnel. This all results in big redundancies in staff and few possibilities for new talents and young professionals to enter the sector.

The use of freelancers in the industry is growing, as well as the increase in outsourcing. There has been a move towards multi-skilling, casualisation and flexible working practices, with much job insecurity, but also new opportunities. There is a growing trend towards specialist recruitment agencies for media professionals, with freelancers hired directly via such agencies rather than by the broadcasting companies themselves and the need for continuous training and retraining is increasingly being recognised. Established workers need to train in the use of new technology if they are not to find themselves replaced by younger recruits with new knowledge and skills.
In the overall media industry about a quarter of the workforce are freelancers. However, there are considerable differences. For example, in the production of computer games about ten per cent are freelance, whereas in making feature films this is ninety-five percent. In broadcasting over fifty percent is freelance. The ‘turnover’ of freelancers - especially the less qualified - is high. After some time many leave the industry, which can be seen as a loss of skilled people. When looking from the perspective of branch organisations and unions, freelancers are a problem. They have no contracts or short-term contracts so it is of no use to train them. It is hard to make them union members. They do not fit in the traditional labour market and their interests may differ from those with permanent contracts. A minority of the freelancers is successful and well paid, but the vast majority has a hard time getting by.

The interculturalisation process in the media industry requires change: change in personnel and programming policies of radio, television and new media companies. The media industry and the vocational training – educational sector are aware of this, not because of political correctness, but for economic reasons. The industry realises that a large part of the potential audiences are of ethnic minority origins. These new audiences ask for a different approach and for different skills. Also the industry realises that considering the demographic developments the future workforce will increasingly depend on professionals from these ‘new citizen groups’. Therefore, more ethnic minority media professionals need to be employed; present staff need to be re-trained; media training centres need to review their curricula. However, there are currently insufficient skilled workers from ethnic minority groups to start working on all levels in media jobs. Production companies run and owned by ethnic minorities are very rare. The numbers of ethnic minority students enrolled in training institutes are very low. In order to change this situation in the long term more young people of ethnic minority origin need to be aware that a career in the media is a meaningful and viable option,(funny, you just argued above of how poorly paid the industry is and over-saturated. Moreover, many second/third generation immigrants still feel the pressure from their parents to enter into ‘traditional’ career paths ie medicine/ law/ business etc. More ‘creative’ jobs are not immediately respected or understood.)

2.3. GROWING INFLUENCE OF THE MEDIA CONSUMER

For ethnic minority groups the new broadcasting climate holds considerable opportunities, with potential multicultural audiences and their consumer spending power likely to have an increasing impact on the broadcasters’ policies. Without consumers there are no license fees or profit and no audiences to make the programmes for. Media are also becoming more and more interactive. The media want audiences to participate in broadcasts by e-mail and encourage them to be a jury through telephone and SMS voting. This is not only because of democratisation of the media but especially because of the extra income, which is generated through these paid services. The ethnic minority audiences are rapidly growing in number and economic spending power, this can work as a positive factor if consumers make media aware of their “consumer power” and use it as a tool to make the media more diverse and a better reflection of the multicultural society.

Like most viewers within the native majority, ethnic minority viewers prefer television programmes like news, sports and light entertainment. The advancing integration of ethnic minorities is most clearly expressed in the media use of the second and third generations. They have been raised and have enjoyed their education in the new country of residence. Their viewing and listening behaviour accordingly displays more similarities than differences with that of the native majority.

On average, the public television stations have a lower reach among ethnic minorities than among the native majority. This is partly due to competition from ethnic satellite stations. It should be emphasised however that no negative relationship has been found between a satellite link with the country of origin and the degree of integration in the country of residence. The popularity of satellite stations based in the countries of origin is primarily a symptom of the continued need among a substantial group of migrants for programmes that dovetail with their own language and culture. This is evidenced by the interest in broadcasts by the ethnic media in the country of residence. In this context it is interesting to note the relatively good reach and the good appreciation of local minority programmes.
Public as well as commercial broadcasters are increasingly struggling to legitimise their existences in the face of ever-growing competition between stations over ratings. In this sense multicultural audiences in all EU-countries are economically becoming increasingly important target audiences as in some countries, ethnic minority groups are the fastest growing consumer forces. In some urban areas, more than 50% of young consumers are from an ethnic minority background. So increasingly, diversity within the media is essential for the full integration of the groups of “new citizens” into the national societies, as well as for the future sustainability and legitimacy of the national mainstream media.

3. MAPPING THE MEDIA ENVIRONMENT

If you are one of the ‘change agents’ and if you want to make changes and improvements in the media, you should understand the structures and mechanisms under which the media and the media professionals have to work. The media industry is highly complicated, because there are many players and actors which are depending, influencing and co-operating with each other. So before you start to work in the media, you must first determine with what kind of media outlet you would like to work with. Is it local, regional, national or global and is it public or commercial. How and where does it broadcast, what are its aims and objectives, what are the particularities of this media outlet and to what other media organisations is it related.

Almost every detail concerning ownership, programme criteria, and frequencies has been regulated in international conventions, treaties, national legislation and charters. Apart from that there are industrial and journalistic codes of conduct and agreements. These regulations bind media organisations and governments either legally or informally. Also, issues concerning discrimination, racism, and equal opportunities are often covered in global treaties and conventions, as well as in European and national legislation. It is therefore important to check these regulations before starting unnecessary political lobbies to improve media policies. It makes your case much stronger and effective if you use already existing legislation and policies to make things happen.

Although almost every small detail seems to be regulated in the media, the system will not work when these rules and agreements are not properly monitored, controlled and evaluated. Therefore, in each country several control bodies and mechanisms are in place to do this work. Each rule has its own control. To fight negative portrayal and racism in the media, you need to know which press complaint mechanisms there are in the media, unions of Journalism and within anti racism legislation. If you want to know about the monitoring of the programme content you should go to the Independent Broadcasting Authorities.

Finally, immigrants and ethnic minorities are an increasingly large audience that need to be served. This offers potentially a greater influence from the ethnic media consumer. In discussions with media and the consumers it is important to point out what is the relationship between the media and the consumer and how this consumer force can be used to make the media more intercultural.

In order to help you to map the media environment, this chapter divides the media in four main areas:

- The media outlets which produce and broadcast
- Legislation which determines the way the media can operate
- The controlling bodies which monitor whether the media operate within their remits
- The media consumers who are the main concern of all parties involved in the media

| MEDIA OUTLETS | MEDIA ENVIRONMENT | MEDIA CONSUMERS | LEGISLATION AND CONTROLLING | LABOUR MARKET |
3.1. Media outlets

A media outlet is a means of communication, which continually and frequently – by the use of words, pictures and sounds – transmits the latest and timely information on facts, developments, events and views on everything not standing for personal, state, political, business or military to unlimited and potentially infinite number of people. Besides latest and timely information about facts and views, a media outlet publicise other contents as well. Newspapers, radio, television and news agencies are primarily treated as the media.

The media environment is becoming both increasingly fragmented and concentrated in ownership. The production costs are decreasing and new technologies make it possible for relatively small stations to reach out to very big and sometimes global audiences. While the big commercial media outlets are increasingly linked (nationally and internationally) to each other both in ownership and in programming. Multimedia approaches are becoming more and more popular, while cross ownership and media concentrating is threatening a free and pluriform media environment.

So what to do if you are a ‘change agent’ in the media and you want to make the media more diverse or you want to combat negative portrayal?

Before you start to work in the media, try to determine with what kind of media outlet you start working. Is it local, regional, national or global and is it public or commercial. How and where does it broadcast, what are its aims and objectives, what are the particularities of this media outlet and to what other media organisations is it related.
After analysing what kind of media outlet you are dealing with, you will have to know in what environment this specific media company is operating and which stakeholders are involved. In order to understand the complicity of the media sector the following diagram was drawn:

Ownership
Ownership is of great importance for the image and programme content of the media outlet. Public media have different aims and objectives from commercial ones. Public broadcasters have the obligation to provide a wide range of distinctive programmes and services for everyone, free of commercial interests and political bias. The purpose of commercial media is often to make money, although in quite a few countries commercially owned media can also have, sometimes hidden, political objectives. In order to understand the working of a particular company and the colouring of its programme output it is of utmost importance to clarify its aims and objectives and ownership.

Example BBC, UK
The BBC has signed up to the following values: Trust is the foundation of the BBC: we are independent, impartial and honest. Audiences are at the heart of everything we do. We take pride in delivering quality and value for money. Creativity is the lifeblood of our organisation; we respect each other and celebrate our diversity so that everyone can give their best. We are one BBC: great things happen when we work together. A TV licence paid by households finances the BBC. It does not have to serve the interests of advertisers, or produce a return for shareholders. This means it can concentrate on providing high quality programmes and services for everyone, many of which would not otherwise be supported by subscription or advertising. Twelve Governors regulate the BBC, upholding standards and defending it from political and commercial pressures. They set its objectives and report on its performance in their Annual Report to licence payers and Parliament.

Media facilitators
Media outlets depend on many facilitators in order to be able to produce and broadcast their programmes. Many television programmes are not produced by the broadcasting company itself, but are outsourced to specialised production companies. The production companies work in partnership with facility companies, which deliver the technical equipment and staff for the productions. The everyday news is often bought.
from one of the international press agencies and not produced by the journalists of the news programme. So, in order to make the media more diverse it is not enough just to talk to the media outlets. Most people and most essential decisions concerning portrayal, participation and employment are taken outside these outlets. Knowledge of these structures and relationships are of utmost importance.

Company policies
In order to change the attitude of a media company it is necessary to get acquainted with the policies, which are already in place. It is quite possible that a media company has already formulated policies concerning diversity on paper, but is not executing it. In this case the starting point of discussion should be pointing out the existing policy. Within media companies there are several policies concerning different sections of the company.
- Commercial policies
- Journalistic principles
- Programming policies
- Personnel policies
- Diversity policies
- Sponsor and PR policies
- Political alliances

Depending on the issue you should do your research. Find a connection with the most suitable policy. If you want to talk about portrayal it will be journalistic and programme policies you are aiming at. If you want to stress your position as a consumer the commercial policies are more important.

Tip!
- When discussing diversity policies with media companies, bring examples of companies, which can support your case. If you talk about marketing to new audiences you might use the example of a well-known supermarket chain, while in another discussion the BBC-policies might be useful. If you organise a conference or event, consider inviting foreign guests to tell your story once again!

Staff
In the media there is a wide range of professions and functions. Most professions are not well known to the public. If you want to encourage the equal participation of immigrants and ethnic minorities in the media, you have to know which professions there are. What kind of education and training is acquired and what are the prospects of the professions in the future. Very often the knowledge of functions and professions is limited to presenters, journalists and camera people and the public is unaware of the wide scale of functions involved in the production process. It is also important to know the role of all these people in the production process as they are all involved in the decision making which leads to the final product.

3.2. LABOUR MARKET

In order to make the labour force in the media industry more diverse on the short and longer term, it is important to identify the 'stakeholders' and possible 'change agents' responsible for general labour market issues like: vocational training, career orientation, job coaching and employment policies. It is these players which determine the environment in which new media professionals can enter media industry and which can encourage employers to order their employees to acquire new intercultural competencies and skills.
The following stakeholders can be identified:

**Branch centres**
In the UK, Germany and the Netherlands there are so-called branch centres which have the task to offer information on career possibilities in the media industry and career advise, while they also have a role in developing vocational qualifications and professional standards for the industry. Apart from that, they do regularly extensive surveys of the workforce and general developments in the media industry. The branch centres are joint initiatives of workers unions, organisations of media employers and the national governments.

**Workers unions**
Like in all industries workers unions in the media industry can play an important role as ‘change agent’. The workers unions are involved in the negotiations for better working conditions. In this capacity they can table diversity issues and can play an important role in monitoring diversity commitments of media organisations.

However, workers unions can do this work only effectively, if they themselves are an example of a diverse organisation, which is attractive to media professionals of all ethnic groups. This means, that apart from inviting and attracting more members from ethnic minority groups, also working on the intercultural commitment of the traditional members is needed. It is these people who work in the companies and who have to create a positive and attractive working environment for new media professionals and it is them who have to become more intercultural media competent.

As there are several professions in the media industry, it is possible that more than one workers union will be active. Workers unions in the media can be: unions of journalists, union of media workers, unions of actors and artists and unions of administrative staff.

**Employer organisations**
Like in all other industries the media employers are working together in employers organisations. In these organisations they discuss labour market developments, their joint position towards workers unions and governmental policies. In some countries organisations of media employers are also involved in the development of the curricula of vocational training institutes.

**Vocational training institutes**
There are a great number of vocational institutes, which prepare, educate and train people directly or indirectly for various professions in the media industry. Therefore, it is important to make an inventory of the kind of jobs available and to map the formal educational and training necessary to acquire these jobs. Mind that not all jobs in the industry are journalistic, many jobs are technical and administrative.
3.3. **LEGISLATION AND CONTROLLING BODIES**

Almost every detail concerning ownership, programme criteria, and frequencies has been regulated in international conventions, treaties, national legislation and charters. These regulations legally bind media organisations and governments. Also, issues concerning discrimination, racism, and equal opportunities are often covered in global treaties and conventions and in European and national legislation.

*It is important to check these regulations before starting unnecessary political lobbies to improve media policies. It makes your case much stronger and effective if you use already existing legislation and policies to make things happen.*

**GLOBAL**

On an international level national states have committed themselves to international conventions and treaties which offer everyone the right to freedom of opinion and expression, including the freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers. According to these treaties every citizen should be entitled to be accurately, timely and comprehensively informed about all significant developments and ideas by the media. The media should be obliged to accurately, timely and comprehensively inform citizens about all significant developments and ideas. In order to realise this, journalists should enjoy special rights and have special duties while pursuing their professional tasks aimed at informing citizens and realising the objectives of this. A journalist should bear no consequences whatsoever for a view he/she publicises in the process of performing his/her professional task. State bodies and public services should make it possible for journalists to carry out their professional tasks related to their activities.

**EUROPEAN**

The Television without Frontiers Directive remains the centrepiece of the EU's legal framework in the sector as it is focused on a trans-frontier perspective and is harmonising provisions concerning advertisement, sponsoring, and protection of minors. It also regulates access rights to events of general public interest (“the events of major importance for society”), and created for that purpose the instrument of the "list of designated events". Apart from the general human rights articles, nothing specific is regulated concerning media in the multicultural societies. Article 13 from the Treaty of Amsterdam is not part of the media policies of the EU.

**NATIONAL**

Overall, Member States retain the right to issue national media laws relating to limits on media ownership, both within sectors and on cross-ownership. Plurality of the media is regarded as a legitimate interest of a Member State under EU law and falls under its authority. Governments have no right to influence the freedom of press in the media. They can however legitimately encourage broadcasters and printed press to initiate equal opportunity programmes for migrants and minorities, just as financing lobby groups outside broadcasting to make their activities possible. Governments are able to initiate quite a few projects and policies without interfering with the programme policies of the broadcasters.

National media legislation regulates more specifically the aims and objectives of public broadcasting and their role concerning the multicultural societies. In some member states specific references are made to this issue. The national legislation also regulates the way the media have to report and the control structures, which are in place. National governments also design the regulations on how to obtain broadcasting licences for radio and television of the different platforms and the way they should be
financed. It is also the national governments that design the policies and regulations concerning vocational training and equal employment opportunities.

3.3.1. CONTROLLING BODIES

Each legislative rule, journalistic code of conduct or industry agreement has its own control. To fight negative portrayal and racism in the media, you need to know which press complaint mechanisms there are in the media, unions of journalism and within anti racism legislation. If you want to know about the monitoring of the programme content you should go to the Independent Broadcasting Authorities.

If dealing with a controlling body, it is necessary to find out first about the status of the institute. Is it a governmental institute to which the media are accountable by law or an institute based on self-regulation by the media themselves? When and what have the media to report? Are these reports open to the public? What are the responsibilities of the controlling body if the media do not abide to the requirements?

3.4. CONSUMERS

It is no longer sufficient for broadcasters to make good programmes and to assume that large audiences will be watching them. The more fragmented nature of satellite, cable and digital media enables smaller, specialist media to attract large sections of the audience. The globalisation of the media enables large groups of immigrants and refugees to watch television channels from their countries of origin. These market developments are leading to a drop in audience ratings for the established channels. For public broadcasters it is becoming more and more difficult to legitimise their existence; commercial broadcasters are losing their sponsors and advertisers because they are reaching fewer potential customers.
The media consumer has several roles in the media environment. The consumer has a passive role as member of the audience and as consumer of the products of the media. In these roles the media consumers are the most important to the public and commercial media outlets, as they have to make their programmes for certain target groups. The public broadcaster has to legitimise its existence by supplying a pluriform and diverse programme product which is widely appreciated by all groups in the society, while the commercial media outlet needs to make money by attracting specific or large target audiences to their commercial and programme products. So if the consumer does not care about the programme product, the media outlet is in trouble.

Until recently media consumers were a silent minority, there is or were no major organised complaints or actions against certain programs, the raise of licence fees or advertising outlets. Programmers and owners of media outlets alike were not really interested in the impact on and desires of the consumers. This, however, is changing as the consumer is receiving more media alternatives and starts realising that he has more choices. On the other hand ‘change agents’ are also starting to discover ‘consumer power’. In the USA a black consumer strike forced the big television networks to make the content of the popular television shows more diverse, while there are also examples of ‘e-mail bombardments’ by consumers to certain program personnel.

The consumer no longer has a solely passive role as the media are becoming more and more interactive. The consumer is asked to participate in programmes by sending questions by e-mail or by phoning in. Consumers can also be guests in radio and television shows as audience members, as quiz candidates or as experts in a news and current affairs programme. Television and radio audiences are encouraged to take part in discussions on the Internet after the programme.

The next step is that consumers are turning into producers themselves. Consumers start making their own websites. Software to produce your own radio and television programmes becomes increasingly consumer friendly. Small-scale minority media will soon start using these possibilities to make their programmes better and more accessible for their audiences.

Finally, the consumer can be seen as an informal controller of the media. When ratings show that consumers and specific target groups are not watching, it has a direct effect on the programme makers. Public letters to the editor from consumers are still very effective to influence certain attitudes of broadcasters. Consumer organisations and civic organisations can act on behalf of consumers in negotiations on new media developments, in audience councils and other governmental bodies.

Ethnic minorities are an increasingly large audience that needs to be served. This offers potentially greater influence for the ethnic media consumer. In discussions with media and the consumers it is important to point out what the relationship is between the media and the consumer and how this consumer force can be used to make the media more intercultural.

**Tip!**

- It is important to identify organisations that are already experienced with dealing with the media as representatives of specific media audiences in order to learn from their experiences and strategies. It is also important to identify potential organisations, which have the capabilities to operate as representatives of ethnic minority audiences.

### 4. Analysing the media environment in multicultural societies

After mapping the media environment and making yourself familiar with the media structure and the internal production processes, you will have to analyse and identify the obstacles, which have to be overcome to make the media more diverse. After doing this you will be able to design the most effective strategies for change. This is not new. Several conferences were organised around this topic in the last decades, all of them setting forward sets of recommendation and guidelines. Most of them are still valid and accurate today. In order to avoid a repetition of the same discussions and in order to learn from the
experiences of the past, EquaMedia organised a number of transnational roundtable meetings. In these meetings, representatives of several sectors of the media industry discussed the state of affairs and analysed what happened with the recommendations and guidelines that were drawn up in the past. Participants felt that more needs to be done, although changes have been made and improvements occurred. Many recommendations have been integrated in regulations, legislation and the charters of public broadcasters. As such, the media industry is aware of the need for diversity and the impact of negative portrayal. Yet the difficult part is putting the recommendations and guidelines into practice in the current media environment.

In the roundtable meetings practical obstacles were identified and examples of good practice showing how these obstacles could be overcome, were discussed. This chapter outlines a brief summary of the conclusions of the round table discussions.

4.1. Media outlets

4.1.1. Public Broadcasting

There is increasing awareness of the ‘business case’ for diversity with public service broadcasters and there is a general agreement that diversity policies encompass both programmes (all programme genres) and staff. A growing number of public service broadcasters have diversity policies and commitments in place. CEO’s signed diversity charters during national press conferences and the obligation of having diversity policies is often part of national media legislation.

Among European public service broadcasters there is a diverse picture concerning the implementation of diversity policies in the companies. The BBC is leading in this field and diversity policies are well integrated in its structure. Scandinavia is following up, with Finland just starting but doing so in an environment that is willing to implement diversity. In Holland diversity policies are also in place but a structural approach is often lacking. In southern Europe there’s a growing awareness that diversity is essential.

Although the awareness of the public role’ of broadcasters to diversify their programmes is growing, it seems that a part of the audience and the programme makers in several countries are not ready for it yet. Even CEO’s of public service broadcasters who signed charters and commitments do not take full responsibility, as they do not integrate these commitments actively in their general policies and in their public statements. Moreover the commitments do not include firm targets and they are not seriously monitored, while there is no public annual report on the progress. To convince programme makers and the public of the pros of diversity, a firm commitment of the management is necessary and hard facts on the ethnic minority communities can be helpful. Another frequently mentioned problem during the roundtable meetings were the lack of availability of ethnic media professionals in sufficient numbers.

**Strategies for change**

Diversity issues must be regarded as ongoing issues, integral to forward planning, and not just as subjects for short-term projects. Diversity policies should be seen as part of a ‘business case’, taking into account that the public service broadcasters have to provide programmes for all audience groups in the society. Therefore the program output and interaction with the audiences should be the heart of the diversity policies. Senior management must be actively involved with diversity issues, while the CEO should speak out on diversity on every possible occasion, integration the diversity issue in all general and specific policies of the company. Finally, a separate budget must be provided for the sole purpose of diversity work within public service broadcasting.

**Tip!**
The company DiversiPro Inc. from Toronto Canada developed the "Six Cylinders" for Diversity, which is designed to 1) make diversity management simple; 2) save time; 3) share what works; 4) Just get on with it.

By using this method companies are able to:
1. identify strengths, gaps and opportunities
2. Provide a checklist of best practices internally or externally
3. design an action plan
4. educate management, staff and clients about the diversity initiative
5. establish measurement criteria and comparison

The Six Cylinders of Diversity are:
1. Leadership
2. Hiring/Recruitment
3. The Workplace
4. Story/Program selection
5. Community Connections
6. Marketing/Communications

All six affect what and how the customer/audience experiences the company/broadcaster. A successful diversity plan must have Systems and Measures to track how each of the Cylinders are interacting with the Audience/Customer and monitors how the interaction flows both ways. It’s important to note that if the Diversity Plan is running on fewer that Six Cylinders then, like an automobile, it won’t get very far or the journey will not be smooth. The “Six Cylinders” method is a good model for companies to follow because within each Cylinder specific goals, activities and measures can be added depending on the needs of each company/broadcaster.

Public service broadcasters should take more risks when choosing presenters for mainstream, conventional programming. Training and re-training should be focused on all staff regarding the awareness of discriminatory language. HR departments need to work closely with programme-makers to ensure that recruitment more closely matches the needs of programmes and contributes to the overall branding of company. Last but not least it is important that targets are set both in program and HRM policies, which are regularly monitored and annually reported on. In order to realise all this, more structural co-operation between public service broadcasters, NGO’s, minority groups, educational institutes and researchers is necessary.

### 4.1.2. Minority community media

Minority community media are mainly magazines, newspapers, Internet/web-based media, radio and television stations as well as programmes produced by, for and about immigrants and ethnic minorities. These media provide a platform for discussion and exchange within the immigrant and other ethnic minority communities as well as between the minority and the indigenous/majority communities. However, they often do not have independent access to frequencies and other broadcasting facilities. Standing outside the public media structure, it is difficult for minority media to obtain regular training and media funds.

**Strategies for change**

Minority community media have to be recognised as a basic public community service and as such be contained in all European and national media legislation. To function properly they should have free access to all relevant broadcasting platforms. National and local governments should create Media Funds, to provide start-up and continuing funding on a structural basis for these media, while the European Commission can make earmarked funds available within the Media Programme.

These goals can only be achieved if minority community media are recognised as public service media and as important players in the implementation of social inclusion policies. In order to be able to demonstrate their relevance to wider audiences, they need the support and guidance of specific organisations and ‘change agents’. Links and networks with mainstream media need to be fostered and knowledge made available. Finally, minority community media will have to play a more active role in initiating discussions within their own audience groups by taking part in social events and projects.
Minority community media have to organise themselves into local and national platforms in order to make their voice heard by the national governments and become part of political discussions. The strategy will have to be based on the existing possibilities in the present national legislation, given the fact that it might be easier amending present policies rather than implementing new ones. In order to realise all this, ethnic community media need to seek help of those ‘change agents’ experienced in lobby and media legislation. NGO’s and multicultural support structures can be of help.

On a European level the existing transnational network should be further developed and take part in discussions concerning the media directives and the evaluation of the Media Programme.

4.2. LABOURMARKET

4.2.1. Media industry

The media industry is compared to other industrial sectors a relatively young- and therefore not well-structured industry. It is, apart from a few bigger broadcasting companies, composed of a mosaic of small and medium sized enterprises. Employers rarely co-operate in labour market and vocational educational policies. They are more interested in production and technical matters than in future policies and necessary vocational infrastructures. Employers state over and over again that they welcome well skilled people with intercultural competencies and that as long as these quality criteria are met, they make no distinction concerning ethnicity.

Strategies for change
Before diversity policies can be implemented, the media industry needs additional regulation. Governments can/should play an important role in this procedure. This industry is a growing economical and social factor in the society, so attention to labour market issues and long term planning is essential. Only if there are transparent vocational structures concerning media professions linked to the needs of the industry and structures for regular monitoring of the labour market developments (including the participation of ethnic minorities) can progress be made. On a national level political lobbies will have to start to request attention to these issues.

These lobbies can only be successful if media industry ‘stakeholders’ support them, thus they need to be made aware of the advantages of co-operation for their companies. They also need data and future perspectives of the labour market, and need to know what will be the future technical developments in the industry. The establishment of a national knowledge centre for the media industry, in which government, media industry and workers unions participate, can be an important first step. Skillset, (UK), AIM (Germany) and ABC (the Netherlands) are examples of these knowledge centres. Workers unions, being among the social partners in the industry, can play an important role to initiate these centres. Examples of other countries’ experiences can be of great help in the lobbying.

As the workers unions have an essential role as a ‘change agent’, it is important that the unions also adopt an internal diversity policy. Members of the union will have to support this diversity strategy. BECTU (UK), developed an effective strategy to change the union from within and to put the union on the map as an important partner in the media industry. Setting up a special working group for this issue within the union structure can be helpful.
Finally, attention has to be given to the youngsters of ethnic minority origin. Given the demographic developments in all EU-countries, it will be these young people who will become a growing percentage of the future workforce. These youngsters have to get acquainted with the media at a very early stage in their life, so that they will be able to make the right choices in their educational careers in order to obtain an equal status in the media labour market. The media industry as well as educational institutions, NGO’s and minority organisations have to join forces to realize this. Experiences of BECTU, Skillset, AIM, MiraMedia and the CREAM project, can be helpful.

4.2.2. Vocational training

In many ethnic minority communities a professional career in the media is still not an obvious choice. Young people have to get involved with media in a very early stage. Unlike indigenous students, students of ethnic minority origin very rarely have people in their inner circles that are active in media professions, and they do not have many role models either. Moreover, media professions are very often not highly appreciated in several ethnic minority cultures. In their childhood, these students are also rarely in touch with home video and other audio-visual recreational activities at home, as this is very often not part of the way families spend their free time. These circumstances create a serious obstacle for successful vocational guidance and career orientation.

“At the moment there are less than 5% of people with an ethnic minority background in media educational institutes. Immigrants have a bad image of working in the media, it doesn’t hold status to be a journalist. The first and second generation of immigrants also still give value to jobs that offer a secure future, like accountant, lawyer or doctor. Media is too insecure. Another reason why young immigrants don’t choose a job in the media is because there is not sufficient knowledge about what kind of jobs there are in the media.”

Strategies for change

Learning from earlier projects that vocational guidance and career orientation activities should not exclusively be directed at ethnic minority groups. First of all, the media industry is not interested in affirmative action plans, but wants to have more choice between professionals with more diversity of technical and intercultural skills. Secondly, the students of ethnic minority origin do not want to obtain certain jobs because they are ‘coloured’, but because they are professional. Moreover, these students attend multicultural schools and feel themselves more part of a cultural scene, than of an ethnic minority group. Therefore activities should not be aimed towards specific ethnic groups, but the activities have to appeal to the youngsters of these groups in terms of the content and communication of the activities, the usage of language, the choice of pictures and the role models presented. Youngsters have to feel that they are taken seriously and that they will have a fair chance to gain equal and professional access to the media industry.

Career orientation is not possible without the involvement of the media industry itself, including the relevant trade unions. Media companies are the future employers and it is important to give students a realistic inside view on how it is to work in the industry. Commitment from the industry is important to show students that the industry is seriously interested and that they want to invest in talented young people regardless of their ethnic background. It will be obvious that vocational training institutes and secondary schools will have to be structurally involved, as most of the activities will take place as part of their curriculum or in close co-operation with them. Organisations of ethnic minorities will be involved in the project as advisors and as mediators to the communities. Aside from the youngsters, parents should also be made aware of the career possibilities for their children in the media. Finally, political policymakers will have to create more favourable circumstances in order to realise the objectives in the long term.

4.2.3. Journalists

Journalists have to cope with fast changing national and international multicultural environments and have an essential task and responsibility of offering unbiased information and an intercultural platform for dialogue. The appearance of a variety of minority spokespersons, the role of a representative participation of media professionals from an immigrant background and a pro-active, regular, critical feedback by ethnic minority audiences to the mainstream media are all essential. They facilitate a process of recognition and
participation that encourages ethnic minorities to identify themselves with their country of residence. This process will help in avoiding the exacerbation of mutual prejudices between the different ethnic and religious groups in Europe.

**Strategies for change**

It should be a priority to encourage positive and practical structures for dialogue between media outlets and minority groups. Journalists should debate how to make their structures accessible to journalists from minority or excluded groups. Unions of Journalists have to consider setting up internal working groups to deal with issues of how to develop and implement new intercultural media competencies for journalists. Furthermore, those who work in journalism should extend their knowledge about the cultural and political backgrounds of the new citizen groups in their societies, extend their social networks and to start regular dialogues with ethnic minority groups.

Schools of Journalism should develop, in co-operation with the national Unions of Journalists, new intercultural media competencies and implement them in their curricula in order to prepare their students for their future work in the fast changing multicultural environments. Schools of Journalism and other media training centres should also start community projects on civic journalism in co-operation with ethnic minority organisations.

The three elements of intercultural competence which we defined in the roundtable in Rome are:

**Knowledge.**
- Know who are the main actors in society, what is there role in society and what is their background: religion, cultural habits and history.

**Skills and experiences.**
- Be able to find and develop sources;
- Be able to make a journalistic product on a multicultural subject;
- Know how to set up an intercultural network;
- Intercultural communication skills.

**Attitude.**
- Be open minded. Journalists must learn to realise that as a person they are not objective, but carry with them a set of culturally determined values;
- Be inquisitive and accurate. Journalists must have the will to get information from all sources;
- Be willing to give control out of hand and hand over media contents to the people interviewed and be willing to go beyond limiting yourself to just contacting the spokespersons for minorities and instead try to reach the minorities themselves.

4.2.4. Ethnic minority media professionals

The interculturalisation process requires change: change in personnel and programming policies of radio, television and new media companies. The audio-visual industry and the vocational training – educational sector are aware of this, not because of political correctness, but more so for economic reasons. The industry realises that a large part of potential audiences are of ethnic minority origin. These new audiences ask for a different approach and for different skills. In a small number of countries, the industry is slowly realising that considering the demographic developments the future workforce will increasingly depend on professionals from these ‘new citizen groups’. Currently, there are (except for the UK) insufficient skilled workers from ethnic minority groups to start working on all levels in the media industry. The majority of professionals who are working in the media do not stay for very long and if they do, they are not moving to better-qualified jobs within the industry. Production companies run and owned by ethnic minorities (except for the UK) are very rare and even decreasing. The numbers of ethnic minority students enrolled in training institutes are very low.

**Strategies for change**

Lots of recommendations have been made concerning the introduction and implementation of diversity policies in the media. It proves relatively easy to write and endorse such policies. Yet, putting them into
action proves rather difficult, as skilled ethnic minority media professionals are still low in numbers. Thus, in order to change this situation in the long term more young people of ethnic minority origin need to be aware that a career in the media is a meaningful and viable option. Introduction of intercultural media education in school curricula, vocational orientation projects, including media career days in secondary schools in co-operation with the media industry and vocational training institutes are very important. Also NGO's and ethnic minority organisations can play an important role by involving youngsters in media projects in co-operation with ethnic community media and social activity centres.

In addition special attention should be given by knowledge centres and/or specific helpdesks to ethnic minority media professionals to support them in their careers. These centres should provide information on vocational training, contents of jobs and individual intercultural coaching facilities. The centres can facilitate empowerment workshops and network meetings for ethnic minority media professionals and should be able to give access to necessary training courses. Regular surveys should be carried out to monitor the participation of ethnic minority professionals in the industry. Based on these surveys problems and obstacles have to be analysed and taken further. Ethnic minority media professionals have to organise themselves into working groups and within workers unions to force attention from within the industry regarding their position.

4.3. LEGISLATION AND CONTROLLING BODIES
Almost every detail concerning ownership, programme criteria, and frequencies has been regulated in international conventions, treaties, national legislation and charters. These regulations bind media organisations and governments either legally or informally. Also, issues concerning discrimination, racism, and equal opportunities are often covered in global treaties and conventions, as well as in European and national legislation. The new Television Without Frontiers Directive is important for European and national media policies. Making this Directive more intercultural sends an important impulse to all national intercultural media policies and activities. DG Education and Culture Directives, like the Media Plus Programme and Television without Frontiers (TVWF), do not mention explicitly the role of ethnic minorities in the European mass media, but at the same time they offer the basis to found more space for media and diversity issues.

Strategies for change
The review of the TVWF was launched with the Fourth Communication from the Commission (COM (2002) 778 final), it is the right time to propose intercultural changes in this Directive. The first step is to identify articles, which should be changed. From September to December 2004 the first focus group reviewing the TVWF Directive will take place. At present, the Directive contains only “passive quotes” as protection against discrimination and exclusion. The Council Conclusions of 19 December 2002 on the TVWF recalls principles like “to promote cultural and linguistic diversity” or “to reinforce the indispensable role of television broadcasting in the democratic, social and cultural life of society”, but they sound generic. The aim of the lobbying activities is to introduce in the Directives and in the following Calls for Proposal some words which could enlarge the concept of media pluralism to ethnic minorities and introduce “active actions” like media monitoring and training for media professionals from an ethnic background.

The new Media Plus Programme (2001-2005) aims to strengthen the competitiveness of the European audio-visual industry with a series of support measures dealing with training of professionals, development of production projects, distribution and promotion of cinematographic works and audio-visual programmes. In the 30.4.2004 proposal for a Recommendation of the European Parliament and of the Council, the “protection of minors and human dignity” is quoted. The next changes in the programme will be focused

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“Member States shall ensure that broadcasts do not contain any incitement to hatred on grounds of race, sex, religion, nationality”.

6 Par.11 “It is appropriate to seek conciliation between the principle of protection of human dignity and free speech through the adoption by the Member States of a cross-media approach explicitly aimed at encouraging the industry to avoid and to combat any kind of discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation in all media".
on the concept of citizenship and aimed at the reinforcement of a European culture through programmes for Youth, Culture, Audio-visual and Civic Participation. As the review of the Media Programme will go through the European Parliament and the Council, lobby activities must be taken up both at a European and national level.

4.4. CONSUMERS
The media are completely dependent on the existence of the media consumer. Without consumers there are no license fees or profit and no audiences to make the programmes for. Ethnic minority audiences are rapidly growing in number and economic spending power. This development can work as a positive factor if the representatives of the consumers, NGO’s and minority organisations, make media organisations aware of this "consumer power" and use it as a tool to make the media more diverse and a more realistic reflection of the multicultural society.

Journalists have an essential task and responsibility by offering unbiased information and a platform for dialogue. This is only possible if there is a representative participation and co-operation from the immigrant groups. This will facilitate a process of recognition and participation that encourages immigrants to identify themselves with their new country of residence and will help avoid exacerbating the mutual prejudices of the different ethnic and religious groups in Europe.

Media consumers can execute their media powers as follows:

**Strategies for change**

**NGO’s and minority organisations**
- Spokespersons
- Representation in advice councils

**Participation and co-operation in programs**
- Experts
- Talkshows
- Entertainment

**Interactive participation**
- Letters to the editor
- Media monitoring
- Dialogues with journalists

**NGO’s and minority organisations**

- School curricula
- Critical media behaviour

Media education

- Spokespersons
- Representation in advice councils

- Experts
- Talkshows
- Entertainment

- Letters to the editor
- Media monitoring
- Dialogues with journalists

Interactive participation

In line with this, minority groups should enter more actively in public debates in and about the media. Apart from discussing the content of and access to the programmes, minority groups should also take responsibility for the general media policies, by offering themselves as candidates for mainstream advisory councils, reflection groups and boards of directors of the media organisations. Moreover, they will
have to strengthen their PR activities and will have to pay more attention to the skills of spokespersons and representatives of their groups.

**Participation and co-operation in programs**
Visibility of ethnic minorities in all programme genres is a vital part of making the media more divers. Very often minorities are only been seen in news- and documentary programmes and if so in a negative or biased way. Participation in drama, entertainment- and children programmes as actors, audience, candidates and experts will help to show the general audiences that the majority of the ethnic minority groups are interested in the same subjects and programmes as the rest of the society. Participation of ethnic minorities in these programmes also attracts the positive attention of the new audiences. NGO’s and minority organisations can play a role in encouraging people to participate in the media.

Journalists have an essential task and responsibility by offering unbiased information and a platform for dialogue. This is only possible if there is a representative participation and co-operation from the immigrant groups. The appearance of a variety of immigrant spokespersons, the role of a representative participation of media professionals from an immigrant background and a pro-active, regular, critical feedback by immigrant audiences to the mainstream media are all essential. However, journalists often have no time to do research on background information and to find interesting and trustworthy experts and spokes persons. Here NGO’s and minority organisations can be of help by providing journalists with (on line) databases and (directions to) alternative information.

**Interactive participation**
To make the media aware of the “consumer power” of the new ethnic minority audiences, it is necessary to make this “power” visible and heard to the “stake holders” in the media, being the editors and the management. This can be done by interactive participation. It is proven that ‘letters to the editor’, critical media monitoring and mediawatch activities, catch the eye of the media. Telephone and SMS voting proved to be a very effective way for the Turkish communities in several EU-member states to make their voice heard during the voting procedures of the European Song festivals (Turkey won!). E-mail campaigns are highly effective and also the phone inn programmes give possibilities to make the voice of the minorities heard.

**Intercultural media education**
To encourage "consumer power", consumers have to learn how to interpret the media output and they have to obtain skills to react to it in an effective way. Moreover, consumers can take part in the media to make themselves visible and be part of the programmes and discussions. These skills, and the media knowledge necessary to execute this "media power", can be taught in media education classes in schools and by NGO’s and minority organisations.

The development of products and methods for intercultural media education will enable schools and NGO’s to teach audiences how to be more questioning of media output. Students have to be taught critical awareness of media output, particularly in relation to the cultural and social backgrounds of journalists and producers, and of the ways in which media consumers themselves are influenced by their cultural and social backgrounds when ‘reading’ or interpreting media messages. Intercultural media education will enable audiences to become more aware as media consumers, more sensitive to multicultural issues, and more successful as media producers.

**III How to develop your own strategies for change**

1. **PREPARATIONS**

Only once you understand the media structure and you know how to talk the ‘language’ of the media and you are ready for a constructive dialogue with the media, is it possible to develop and execute an effective and successful strategy for change in the media. Do not expect any particular enthusiasm from your media counterparts. However, keep always in mind that you can not achieve your objectives without their full co-operation and without dialogue. The execution of strategies for change asks for endurance, creativity, smooth talking, concessions and a firm belief in your final goal. External political force and
influence does not always work out in a positive way and implementation of your initiatives can only be achieved if there is a firm base for your activities on management and on an operating level in the media organisations. Finally, do not expect gratitude or credits for your successes from your media partners, as the media themselves will always claim the successes for themselves. Yet, if things go wrong you will be held responsible and your name will be mentioned. If you are prepared for all this, then you will become a successful ‘change agent’ in the media.

If you are a ‘change agent’ and you are operating in a particular sector of the media industry, you will have to design a strategy for change that fits your capabilities and is in line with your regular core activities. As the media are very complex, solutions can not be found in one simple approach, you will also have to identify allies and partners to execute your plans. Furthermore, projects have to be developed in close cooperation with the industry and the activities have to be executed as close as possible to the daily working routines of your media partners. They should not be too cumbersome and should not require too much time from staff that is already working in the industry. Your media partners should recognise your approach as valuable to their own daily work and to their own long-term objectives. Therefore, the activities and initiatives should fit in the current general business policies of the broadcasters or media companies you are dealing with.

Tip!

- **Plan fun activities and initiatives that can be easily squeezed in tight schedules!** In developing your plans and planning your actions with media organisations, you will have to take into consideration that media organisations are overstretched organisations with limited resources – both financial and human – and…. have limited time. Project activities should therefore not be felt as an extra burden. On the contrary, the activities should be ‘fun’ and should also visibly strengthen the image and marketing position of the company you are working with. It is also important to know that media-professionals prefer to talk with media-professionals. Media-outsiders are often seen as critics who try to damage the image of the press and who try to limit the freedom and independence of the press.

As the media situation differs from country to country and from media company to media company, it is not possible to present one ‘blueprint’ for an ideal strategy for change. However, the EquaMedia partnership has developed a methodology for ‘change agents’ to help them to make the right choices in developing and executing strategies for change in the media. The methodology helps you to position yourself as a ‘change agent’ in the media environment and also helps you to isolate the chosen ‘diversity problem’ you want to solve within a workable environment, showing how this specific problem is linked to other actors or developments in the media environment.

The methodology is based on several of the questions you have to answer before starting your project. It helps you to analyse your national and local media environment, so you will be able to make your first choices. As a result you will also be able to identify strategic national and international partners for your strategy for change. The secretariat of the European network Online/More Colour in the Media (OLMCM) provides a European helpdesk with advisors for change agents in order to provide a continuous professional support for your work. If necessary OLMCM can also co-operate or provide a national training session for trainers and ‘change agents’. In this publication you will find a CD-ROM which will guide you through numerous examples of good practice which will help you to choose the right tools and methods that fit with your specific aims and objectives. The CD-ROM will be updated yearly and will be made available to ‘change agents’ all over Europe and beyond. More info: http://www.olmcm.org.

Tip!

- **NGOs, ethnic minority and immigrant associations and the media have to be allies, bring them all to your side!** NGO’s often feel to be the victims of the media. In conversations and debates they will always criticise the attitude and approach of journalists and media-organisations. Very often the representatives of the media in those debates are people who are sympathising with the NGO’s. The effect of these confrontations is very often that at the end of the day, you will lose your allies within the media structure. In order to avoid this situation it is important to build a productive co-operation
between media professionals and the NGO’s. NGO’s have to understand the working processes in the media and the media have to learn to understand that NGO’s can provide them with important alternative information, contacts and reflection on their programs.

2. EXAMPLES OF GOOD PRACTICE

Over the years many projects have been developed and executed to make the media more diverse. OLMCM has collected many examples of good practice and made them available on the website http://www.equamedia.org. As ‘change agents’ have different objectives and will be working on different aspects of diversity in the media, it was necessary to develop a tool which helps the ‘change agent’ to find the necessary information in a short time. For this a CD-Rom has been developed which will be updated every year by OLMCM. This CD-Rom contains the methodology to analyse the national media environment and to identify possible allies and project partners. The CD-Rom also provides access to existing research, publications and to all existing Codes of Conduct in the media.

The CD-Rom helps you to identify examples of good practice in the following categories:

- **Making governmental media policies more diverse**
  - Media policies of governments
  - Examples of effective lobby strategies

- **Making broadcasting companies more diverse**
  - The business case
  - Diversity policies
  - Equality audit
  - Dialogues with audiences
  - Diversity databases

- **The role of ethnic media**
  - The Manifesto
  - Ethnic media on the web
  - Examples of good practice

- **The media industry**
  - Workers unions
  - Employers organisations
  - Branch organisations and skill centres
  - Examples of good practice to make the industry more diverse

- **Support for media professionals from immigrant and ethnic minority communities**
  - Empowerment activities
  - Vocational orientation activities
  - First assignment projects
  - Helpdesks
  - Intercultural management projects

- **Making programming more diverse**
  - Codes of Conduct
  - Roots and Routes
  - Formats

- **Making news reporting more representative**
  - Training modules
  - Intercultural media competencies
- Monitoring activities
- MediaWatch projects
- Regular research

- Providing opportunities for young people
  - Intercultural media education and vocational orientation
  - Community media projects
  - Joint projects of NGO’s in cooperation with the media industry and the vocational training industry.

- Making audiences more alert
  - Projects of NGO’s
  - Support structures
  - Monitoring projects
  - European Week of Action

The CD-ROM is part of this tool kit. It will be updated every year. Sponsors of Online/More Colour in the Media receive the CD-ROM automatically.

Colophon

The tool kit ‘Thinking forward’ is a product of the transnational Equal partnership EquaMedia and Online/More Colour in the Media.

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EquaMedia is a transnational network of national EQUAL projects. This network has been operating since 2002. It has branches in Greece, Italy, the Netherlands and the United Kingdom. Participants in the projects are a total of 90 organisations, among which several public broadcasters. In Greece, organisations collaborate in the DREAM-project. In Italy two partnerships were established, L’Immagine dell’ immigrato tra media, societa civile e mondo del lavoro and Etnequal Social Communication. In the Netherlands organisations unite in the Multiple Choice project, whereas in the United Kingdom the undertaking is called Voices Without Frontiers/Community Media Development Project. These EQUAL projects aim to give immigrants and ethnic minority communities in Europe a fair representation in the media by combating racism and by empowering people from minority ethnic and cultural groups. In addition, they work towards a rich and diverse media culture in which equal participation is essential. The national Equal projects and the EquaMedia network are financially supported by the European Social Fund (ESF) of the European Commission. See for more information: http://www.equamedia.org

ONLINE More Colour in the Media
Online/More Colour in the Media is an independent European foundation founded in 2001 by the core members of the Online/More Colour in the Media network. OL/MCM is endorsed and supported by a number of European networks concerning media and minorities and anti-racism (ENAR, EUMC, EBU-Working groups, Input- and Preput network, AMARC), and is based on a growing network of more than 200 organisations and institutes in Europe and is rapidly expanding. The network Online/More Colour in the Media was established in 1997 by the former transnational HORIZON partnership On Air/More Colour in the Media. The overall aim of OL/MCM is to achieve a European media culture that truly reflects the diversity of the European multicultural societies. It strives to do so by providing access to expertise, experience and information, and facilitating and initiating international networks and project partnerships. To facilitate this work and guarantee the continuity of its activities, Online/More Colour in the Media was registered as a foundation under Dutch law in 2001, with the purpose of establishing a European Centre of information and expertise on Media, Diversity and Society. One of the tasks of the Centre is to facilitate the European secretariat for the network. OL/MCM, at present, has an office, which is situated in the Netherlands and has a 3-member staff. The staff of the secretariat works closely together with the Advisory Board, the Board of Trustees and members of the OL/MCM Reflection Group. See for more information: http://www.multicultural.net