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EVALUATION OF THE EU-ACP COURIER PROJECT

Final Report

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I. EXECUTIVE SUMMARY

The Courier is a free development magazine aimed at promoting the relationships between the EU and the ACP countries. For the first time, The Courier has been contracted externally in 2005 with Gopa-Cartermill. This contract entered into its 2nd phase on 10 April 2009 and will end on 09 October 2011.

The aim of this evaluation is to assess the production and distribution of The Courier, the overall quality of the product as well as to raise important points for the formulation of the Terms of Reference for a new production phase starting from October 2011.

About the Project design: The Courier is neither a classical communications product nor an independent magazine as it is the voice of both the EC and the ACP. It has become a forum for dialogue and shared interests between the ACP and EU institutions. Today, it faces two main challenges: 1. while ownership by the ACP Secretariat and DG Development is well ensured, the magazine now needs to gain more ownership from the ACP countries through their Ambassadors as well as the EU Delegations, 2. the magazine needs to truly nurture the debate on development issues. The question is how to strike the right balance between ownership and editorial control from the magazine's sponsor and editorial freedom and independence of information. The Evaluators suggest reshuffling the role of the editor-in-chief as the key stakeholder and starting the writing phase much sooner in order to alleviate the bottleneck of the batches proofreading. The Evaluators also suggest appointing more stringers to cascade up the information from ACP countries.

About the Distribution: The original tender did not foresee all the necessary logistical arrangements of worldwide distribution. As a result, distribution falls short of the expected outcomes, in particular in ACP countries. In the three countries showcased, several methods of distribution are implemented simultaneously with success; however some important targets are not reached. There is a need for clear instructions to distributors, as well as an on-going maintenance of the database. The Evaluators suggest appointing one person in charge of the distribution in each country, either from the EU Delegation, or an external contractor. The Delegations should receive guidelines. The TOR should explicitly include that tracking of the magazines until their arrival at the distribution points is necessary.

About the content: During the field missions, target readers showed their enthusiasm. Nevertheless, all interviewees confirmed that interest would be much bigger if there were more regular articles on their own country or region. Consequently, the scope of the magazine should be changed. Instead of focusing on individual countries it would be more strategic to focus on big themes and to decline them in accordance with the countries or regions. As the delays of distribution are quite large, the topics should be more oriented on in-depth analysis and contrasting points of views than on news.

About the lay-out: More than 90% of the readers polled in February considered that the magazine is "well designed and appealing". Under the current contract, the graphic design has been outsourced to a consortium partner until recently. This has now changed and the graphic design is done in house. Indeed, the production team and the graphic studio should be settled in the same premises or nearby the contractor's premises in order to have a close interaction. Some poor quality pictures are reducing the overall quality of the magazine. More detailed recommendations refer to the structure, the readability, the colours, the table of contents as well as the cover and back pages.

About the website: The website suffers from a series of shortcomings. The Evaluators recommend to recruit a webmaster with a sound knowledge of the development issues and able to address the questions on-line. They also propose to create an electronic newsletter so as to articulate The Courier in three complementary and interconnected layers:

1. a monthly e-news with shorter topical information and links to the website,

2. a website with a strong forum of discussion,
 3. a hard copy with more in-depth analyses and a true ACP coverage.
- Such a configuration would maximise the impact of the magazine and serve the purpose of nurturing the debate on development issues.

II. INTRODUCTION

a) Evaluation context

The overall objective of this mission was to carry out an independent evaluation of The Courier and its production, from editing through distribution and impact on site. The two evaluators examined the project design, the efficiency of the implementation, the project's effectiveness, its prospects for impact, and its potential sustainability.

The aim is to improve, on the basis of the findings of this evaluation, the production and distribution of The Courier, the overall quality of the product as well as to address important points for the formulation of a new production phase starting from October 2011.

The assessment was made difficult by the fact that the magazine is free: it was therefore impossible to determine which issues were the most successful, and which cover pages were the most appealing.

The following actors are directly concerned by the results of the evaluation:

- The contractor in charge of producing The Courier;
- The Editorial Board of The Courier;
- The EC programme management of The Courier;
- All other European Commission services directly involved;
- The ACP Secretariat;
- The responsible task managers in programming and formulating a new production phase of The Courier starting from 2011.

b) Methodology

After proposing a Logical Framework of Evaluation, Evaluation Criteria and Evaluation Questions, the Evaluators examined five major elements:

- the process – organisation of the project
- the content of the magazine (choice of topics and the angle used)
- the graphic design (including pictures, titles, colours...)
- the distribution (including the question of storage)
- the side activities in order to promote the magazine (marketing, PR, events, etc.)

The **first component** was the collection of qualitative/quantitative data and facts to support the analysis through the evaluation questions and indicators. A continuous dialogue with EuropeAid staff was ensured during this period as of early November 2009.

The **second component** was the interviews of individuals in order to gain feedback, reactions, observations and ideas about The Courier. Three major types of interviewees were identified.

The Editorial Board. The evaluators met two representatives of the Editorial Board, respectively from the Commission and the ACP Secretariat, in December 2009 and early January 2010 and asked them which were their expectations, the rationale behind the project, the criteria for further research, the difference between ToRs and the reality, the constraints in terms of organisation, content, and other issues, as well as their advice for the evaluation assignment.

The producers of the Courier, namely the Gopa-Cartermill consortium staff: CEO, project manager,

editor-in-chief, journalists, editorial assistant and distribution manager. A series of meetings, in groups and individually, were set up end of November 2009. Further contacts were established during the evaluation period, ending mid-February 2010.

Readers and keen observers of the actual distribution of the magazine, namely the distribution network, e.g. EU Delegations, local NGOs, and other active distributors on site in the three countries selected by EuropeAid for the evaluation mission: Senegal, Tanzania and Fiji. Nearly 100 people were interviewed on site during the three missions held in January (Fiji and Tanzania) and February (Senegal): governmental authorities, universities and high schools, professors and students in journalism, media specialists, editors, members of the civil society and NGOs.

The **third component** was the review of all the issues of The Courier published so far and other relevant materials allowing for benchmarking e.g. other donors' magazines and websites. The Courier is a hybrid product wanting to provide high-quality information and stimulate debate, and also shed light on the ACP-EU relationship. As a result, the evaluation encompassed private magazines such as Jeune Afrique or The East African as well as development magazines published with the support of governmental bodies.

The **fourth component** was the organisation of three polls early 2010:

1. of the ACP Ambassadors (questionnaires distributed during their January meeting and ten collected);
2. of EU Delegations (see appendix 4);
3. of a randomly selected sample of 600 readers from EU and ACP countries. 30 people responded to this survey, showing a response rate of 5%.

The **fifth component** was the organization of **focus groups with targeted beneficiaries**. Several groups were questioned in the three countries: EU delegation staff, 3 media groups, 1 student group, 2 groups with members of ministries and institutions, and several groups with civil society members and local NGO staff. The evaluators take this opportunity to express their gratitude to the members of the EU Delegations who helped them setting up these groups: Ms Lize Lia Rova in Fiji, Ms Anne Jean-Bart and Mr Moussa Gassama in Senegal, and Ms Sawiche Wamundza in Tanzania.

c) Short background of the magazine

The Courier is a free development magazine that was born in 1963, initially established as a communications tool for the partnership between the European Community's Member States and the countries of the African Associated States and Madagascar under the Yaoundé convention. Since then, this partnership has evolved into the partnership between the African, Caribbean, Pacific (ACP) Group of States and the EU.

Article 5 of the Cotonou agreement covers visibility. The Courier as a visibility tool therefore contributes to this requirement and has a role to play in increasing the understanding of the ACP-EU partnership, of development cooperation policies more generally, and of specific situations in the ACP countries. It also aims at increasing the quality of information, at raising awareness among development stakeholders, and at sharing good practices.

The Courier is neither a classical communication product nor an independent magazine as it is the voice of both the EC and the ACP. However, the production team is composed of independent journalists who operate according to rather loose editorial guidelines.

A service contract for the production of The Courier with Gopa-Cartermill entered into its 2nd phase on 10 April 2009 and is expected to expire on 09th October 2011.

III. PROJECT DESIGN

a) Human resources

1. Current situation

1.1. The Editorial Board and editorial overview

The Editorial Board includes:

- 2 co-chairs : the Secretary General of the ACP Secretariat and the Director-General of the European Commission's Development Directorate General;
- two members of the ACP Secretariat, namely the Head of the Private office of the Secretary General, and the Press and Communications Officer;
- two members from DG DEV
- three observers, one from DG DEV, one from the humanitarian office and one from the spokesman's service of the European Commission;

The Production Team is made up of Hegel Goutier, Editor-in-Chief, Gerda Van Biervliet, Project Manager, and two journalists, Marie-Martine Buckens and Debra Percival.

Though the inception phase for The Courier production was quite long, about seven months, the start-up of the magazine was problematic. Because of questions relating to the composition of the Editorial Board and, in particular, different views on the content of the magazine the Editorial Board became fully functional only in mid-2007. Since then, the working relationship between the ACP and EC representatives on the Board is extremely positive and the Board is maintaining editorial overview in common agreement. The members seem to have reached a *modus operandi*, demonstrating that The Courier has become a common ACP-EU project and obtained ownership from both sides. This chemistry is due to the impulse provided by all the members as well as by close project management by AidCo.

The Editorial guidelines were summarized in a two pages-document and provided as "Annex to the Terms of Reference of the ACP-EU Courier Editorial Board" on December 19th, 2006. It includes an outline as a working basis and some proposed themes. It remains very general and the themes proposed are classic. This gives full liberty to the Production Team to be creative. Themes are selected for five to six issues in advance. Two headings require a formal authorisation from the Editorial Board, namely the EU region, the ACP countries and the dossier.

A disclaimer ("The views expressed are those of the authors and do not represent the official view of the EC or of the ACP countries. The consortium and the editorial staff decline all responsibility for the articles written by external contributors") is inserted in each issue, on page 2. Nevertheless, the Editorial Board has already rejected some articles, as they were not considered appropriate at the time. For instance, three articles referring respectively to Cuba, Eritrea and Madagascar were requested to be cut off partly or totally. Sometimes, these decisions have shown the dilemma between loosening and tightening up the editorial control. On one hand, a loose attitude would lead to total freedom on articles and tone and might weaken the position of the ACP and the EC in sensitive matters. On the other hand, a too authoritative attitude towards the Production Team can also entail self-censorship and, thus, weakens the impact of the magazine and compromises the independence of information.

There is no formal requirement concerning the balance among regions, neither among ACP countries, nor among economic regions inside Africa.

Regarding the choice of items and issues, about 80% of the themes are suggested by the Production Team. To do so, the Editor-in-chief and the journalists mainly rely on a network of ACP representatives based in Brussels as well as on a few local correspondents. Nearly no stringers are used in order to cascade up the potential themes to be covered locally.

Whilst the Editorial Team prepares an initial sketch of the upcoming issues of the magazine, several topics are proposed by both sides of the Editorial Board: the EC and the ACP secretariat. Both sides arrive well prepared on potential topics, e.g. current developments in ACP-EU cooperation and a range of major ACP events.

There are no mechanisms to ensure that information is fed to the Courier from the ground or that feedback is provided from readers directly:

“So far, I don’t feel to be invited to react to articles. The Courier should prompt the debate, by encouraging the comments online. As a result, it will be easier for the Editorial Board to decide which themes to aboard in the next issue.”

Daniel Kiwia, Head of Finance and Administration, NAO, Dar es Salaam

1.2. The Production Team

The Production Team encompasses the following positions:

- 1 editor-in-chief – ACP – French speaking – male
- 2 journalists – EU – one French and one English speaking – female
- 1 editorial assistant – EU – French speaking – male

At the beginning of the project, three journalists were appointed for the mission. One of them left the team and was not replaced. Instead, the budget was allocated to a Project manager, whose position was foreseen as the key expert 4 in the ToRs (Production/Project Manager), but with the profile of a publisher.

Most of the on-site interviews with travels are carried out by the editor-in-chief and the two journalists. Only a few local stringers are appointed. The editor-in-chief says that these are difficult to find due to a lack of neutrality in their country and a lack of knowledge on a wider spectrum (e.g. on a regional basis).

Currently, about 80% of the magazine is written by the 3 journalists: Hegel Goutier, Marie-Martine Buckens and Debra Percival. There are almost no articles prepared beyond the next issue.

Concerning the stringers:

The Courier currently has some 50 stringers across all ACP regions, who occasionally write for the magazine. Three to four stringers are appointed for each issue. These are paid between €150 and €300 for one page. The budget dedicated to them (€1000/month) results from an internal negotiation between Gopa-Cartermill and Grand Angle. In Europe, one page in a *communication* magazine (between 3500 and 4000 characters) is normally paid between €200 and €300, expenses included. In fact, it often depends on the negotiation with the journalist. An investigative piece can be paid much more. In ACP countries, fares are lower. The TORs do not include any obligation to assign stringers. The Editor in Chief raises objections to a more intensive use of stringers because of concerns about their neutrality. The team is currently testing the reliability and quality of work of several stringers, building a team over time might be possible.

Concerning the batches:

All the articles are submitted in English to the Editorial Board. Usually, the batches are sent over a period of three weeks and are composed of 6 to 8 articles. The Editorial Board accepts batches of up

to 10 articles. However, the production team sometimes sends more than 10 articles per batch, making a thorough and timely control by the Editorial Board very difficult. The magazines are prepared one by one; this means that there is no reserve of articles ready to print.

2. Benchmarking and diagnosis

2.1. The Editorial Board and editorial overview

Editorial projects relying on two or more institutions often have difficulties to ignite due to a lack of common views on several issues: writing policy, role delineation, guidelines for follow up, etc. Although this was the case at the beginning for the Courier, the Editorial Board has since then found a common agreement about ways of working. Today, all decisions are made on a consensual basis.

The Editorial Board and Production Team have been stable so far. However, the inevitable shifts in the ACP and the EC organization charts and policies generate the necessity to create a formal mechanism to ensure the functioning of the group in more difficult times.

Importantly, it seems that The Courier brings some common points of interest and a willingness and example to generate success together. As said by one member, the Editorial Board has become a platform of communication between the two institutions.

Moreover, The Courier is now considered as a useful communication tool. The vast majority of respondents during the field research were of the view that a magazine on the ACP-EU relationship directly corresponded to a need for information of this type. Indeed, the magazine has become a historical project and a success story. *"When it was stopped for a while, it was a drama"*, a member of the Editorial Board says. This was confirmed by several people interviewed in the framework of the field research who reported missing the magazine during the years when its publication had been interrupted. The Courier in hard copy remains essential in their countries, where the access to fast Internet remains unreliable for some, and unaffordable for most.

The Courier demonstrates a clear added value and it is different from other development magazines for the following reasons:

- it is a truly global magazine available in 126 countries on four continents,
- it addresses not only developmental issues but larger themes,
- it displays those themes in an appealing way with pictures and colours,
- it is aimed at several specific target groups (from the top of the country to the street),
- it serves as a bridge between the institutions and the civil society,
- it allows comparison and benchmarking between seven main regions of the world (4 in Africa, The Caribbean, The Pacific, and the European Union),
- it encompasses in-depth analyses on major themes such as social security, health, agriculture,
- it is also distributed by members of the civil society and therefore reaches remote areas,
- it is free of charge.

Today, a first challenge is to gain more ownership:

a) by the ACP Ambassadors. It seems that there is currently no active engagement with the magazine from their side. A questionnaire has been set up by the Evaluators and was submitted during the ACP Ambassadors January meeting in the premises of the ACP Secretariat in Brussels.

b) by the EU Delegations. Some delegations may feel that The Courier is not their magazine, as they are not involved in its content and it doesn't speak about *their* country. *"On the one hand the country dossiers are interesting; on the other hand if the country doesn't attract my attention, I might not even open The Courier in times of work overload"*, a member of a Delegation says. Some Delegations prefer to focus on their own newsletter, like in Tanzania (*"EU news"*, in English and in Swahili).

c) by the distributors themselves: many of them have a lot to say and are willing to participate to the

cascading up of the information – “Je n’ai jamais pensé à contacter le Courier directement. Je pensais qu’il fallait passer par la Délégation UE. Pourtant, nous avons tellement d’informations à transmettre”, Maimouna Dieng, Plate-forme des Acteurs non étatiques, says.

The other main challenge is to strike the right balance between editorial control from the magazine’s sponsor and editorial freedom with the risk that things may go wrong. “The Courier wants to be neutral, but loses of its sharpness and can become a little bit boring”, a member of the EU Delegation in Tanzania, remarks. All members of the Editorial Board agree that The Courier should be “the” place for discussion on development and ACP-EU issues but not the place for controversy. They regret the lack of discussion and forum generated by the magazine, but at the same time they exert a tight control on the content, putting aside the too sensitive matters. Certain decisions to withdraw articles (despite the disclaimer) only resulted in more self-censorship and less debate, and thus less interest and impact for the magazine.

In order to ensure a minimum of sensitivity, and to combine “institutional” and “independent” facets, the future editor-in-chief should be the major player of the project, but in close interrelation with the Editorial Board. An editor-in-chief who performs the role of coordinator, facilitator and quality controller of the magazine's content has the greatest possible capacity to walk along this fine line. He/She should understand the needs and the rationale behind both sides’ mindset and logic – Editorial Board and Production Team. He/She should be a journalist with at least 20 years of experience, and who has already run a magazine or worked as a full time editor in a magazine on development issues or international relations. His/Her capacities as a leader as well as his/her diplomatic skills to check that all the elements for a debate are well-balanced and presented in a fair and positive way should allow the ACP and EU to invest full trust in his or her decisions. The presence of a disclaimer should give him/her room enough to prompt the debate. That also demands more openness from the Editorial Board towards the arguments of the Production Team, and more understanding in general towards the requirements of an hybrid magazine like The Courier: neither totally institutional, nor totally independent.

Finally, one should raise the question of the gratuity of the magazine. “Il faut choisir les personnes à qui vous donnez votre magazine et ne pas le remettre à n’importe qui”, according to Ibrahima Traore, in charge of the Médiathèque of the Institut Français, Dakar. “Ceux qui le prennent sur un présentoir doivent être motivés et pas uniquement le prendre parce que c’est une documentation gratuite. Pour ma part, je le remets de façon parcimonieuse à des étudiants et chercheurs motivés. Résultat : beaucoup sont fidélisés et attendent leur copie avec grande impatience. Vous pourriez parfaitement demander le prix d’un journal, 200 F CFA (0,30 €) pour ce magazine, le montant est symbolique mais porteur de signification.”

2.2. The Production Team

In a well-designed structure, the position of **Project Manager** comes in the hierarchy above the Editor-in-chief and the Distribution/PR Manager. This person is in charge of the team (finance, overall organization, recruitment, control), and above all makes sure that everyone respects the deadlines.

In the mainstream newspapers and magazines such as Le Vif-L’Express, The Economist, Der Spiegel, **the editor(s) in chief** do not report on site.

The classical role of the Editor-in-chief is:

- to be a figurehead for the magazine and to raise the reputation and profile of the magazine
- to stimulate the cascading up/down of the information
- to liaise closely with the Editorial Board and take a leading role in developing a vision and driving future publishing strategy
- to attract high quality journalists and writers to the magazine
- to manage timely, rigorous and constructive peer-review of articles by the Editorial Board

- to control the overall production in order to respect the deadlines in cooperation with the editorial assistant
- to encourage appropriate revision of articles and accept only high quality papers that are high impact and/or contribute new and important information to the field
- to deliver sufficient articles to fill issues and maintain publication schedules
- to provide advice to the Editorial Board on trends in development research, scholarly publishing needs, and promotional opportunities to aid in development of annual publishing and marketing plans
- to represent The Courier to the ACP-EU community at national and international conferences, during visits to key institutions, during major events, etc.

Concerning the stringers, the presence of the same authors throughout the magazine results in a lack of variety, diversity of skills and expertise, styles and approaches to the various topics. According to the Editorial Board, a greater involvement of stringers should help to get credible information and to have a better local point of view. They could cascade up the potential themes to be covered locally. Also, most distribution points are potential sources of information that could be better exploited.

The production team replies that it is a huge task to build up a group of reliable and quality stringers on the field. They assert that “the local stringers don’t know their region, only their own country and mostly have a biased approach.”

The field research has however indicated that this may be misreading the actual circumstances in many countries. According to Mike Mande, chief of the Tanzanian bureau of the weekly “The East African”, “it is a misconception, because the level is increasing in the region, and we have steadily more academics with a PhD in mass communications”. He suggested to be himself a stringer for The Courier for Tanzania, Kenya, Rwanda, Burundi, Malawi and “to write on rural areas, how the EDF works in the field and what the people say about it. We are the best placed to cover this kind of issues.”

In Fiji too, several journalists confirmed this assertion and were proposing themselves to be stringers able to collect data for the whole region. “Stringers are neutral, at least for our region”, says Shailendra Singh, head of the Media Studies at the University of the South Pacific in Suva (representing 14 countries). Appeal to stringers could also help to avoid mistakes that result from a lack of local knowledge. For instance, a wrong flag of Fiji was displayed to illustrate an article on that country (N°6/2008).

“La neutralité du journaliste vient avec l’expérience. Prenez plutôt des free-lances chevronnés qui en ont”, Khayrou Cissé, Assemblée nationale, Dakar.

In any case, the EU Delegations could be very helpful in order to select the best stringers. Some of the delegations already work with stringers, like in Fiji and Tanzania.

A member of the Editorial Board suggested to approach PhD students “who would be happy to write for nothing” and offering the possibility for university professors to publish columns. Nevertheless, a clear distinction should be made in the magazine between the articles written by professional journalists and in accordance to their own rules, and the pieces written by others.

Concerning the batches:

Sometimes 16 articles are included in only one batch and sent on Thursday at 8pm with the next Tuesday as deadline for review. The Editorial Board requests a better pacing, as it needs one week and a half to read all the articles. The task is uneasy. The articles are mostly written in French and the Editorial Board needs the translations in English. As a result, the English version is not always proofread. On the other hand, it is difficult to deliver certain parts of a dossier when it is still under construction. As the contractor says, “everyone considers his own time as ‘incompressible’, except

the time of the journalists”.

3. Recommendations

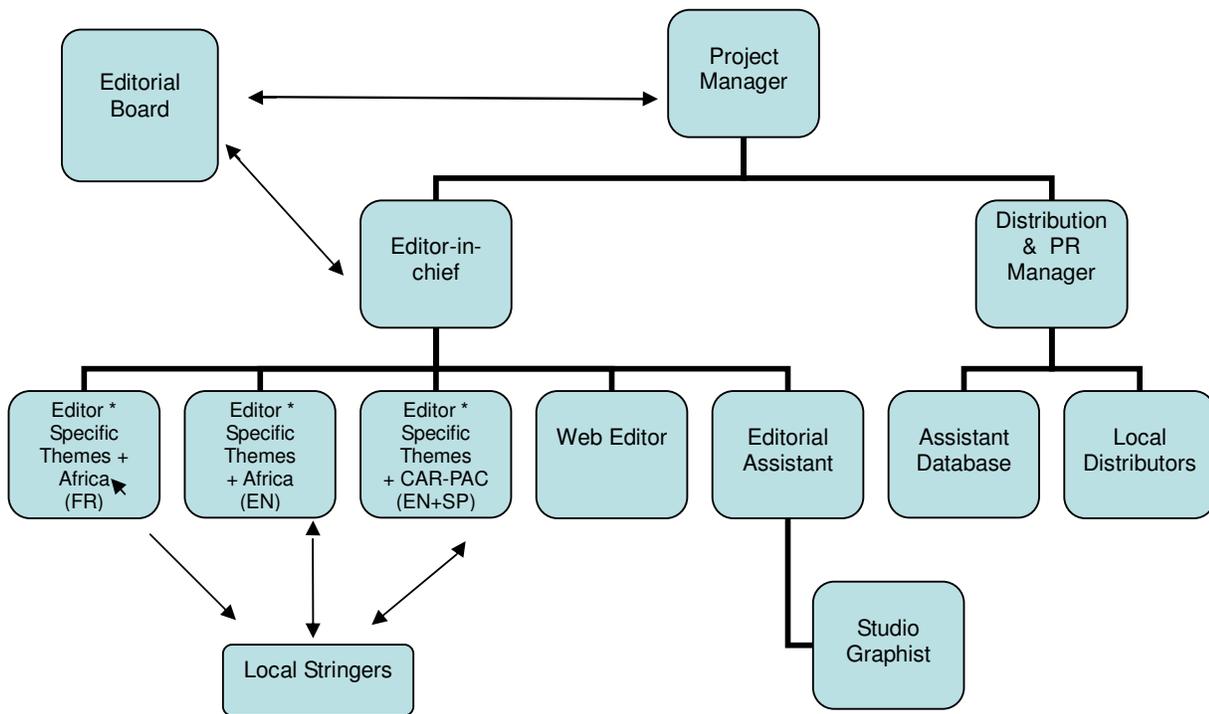
To be implemented immediately:

- better associate the editor-in-chief to the decisions of the Editorial Board;
- in order to avoid the bottleneck of the batches proofreading, start the writing phases much sooner for the in-depth analyses, dossiers and country profiles and deliver the articles to the Editorial Board as soon as they are ready;
- communicate strong editorial guidelines including the following items:
 - geographical balance of themes among ACP countries
 - decision power structure (who gives the green light to the printer)
 - writing tone: more factual and based on the inverted pyramid (see glossary)
 - fixed section e.g. From the Caribbean, From Africa, and From the Pacific
 - type of pictures to appeal readership
 - elements for the cover page (see part 5)
- send cover letters together with the issues to the EU Delegations, highlighting two or three items of direct interest for them;
- enhance the visibility of The Courier by displaying the full name “The Courier of the ACP” on the cover page.

To be implemented during the next phase:

- redistribute the roles of:
 1. the project manager as responsible of the overall organization, the deadlines, the finances;
 2. the editor-in-chief as the key stakeholder of the magazine content (and permanently present at the office), able to understand the needs and the rationale behind both sides’ mindset and logic – Editorial Board and Production Team;
 3. the distribution and PR manager who is responsible of the establishment of a distribution strategy and its implementation on site as well as the organisation of key marketing and communication events.
- make sure that the editor-in-chief profile integrates the following qualifications:
 - o solid experience in journalism
 - o real team builder
 - o good overview of development issues, the EU, the ACP and the world with a good political overview on EU relationships with other parts of the world
 - o strong leadership competencies in intercultural sphere and an ability to work under pressure and with multiple stakeholders, and really bilingual English-French
 - o ability to respect deadlines
 - o able to check that all the elements for a debate are well-balanced and presented in a fair and positive way
 - o high sensitivity to PR
- plan in the TOR a separate budget for the stringers and introduce a formal requirement for the ratio of their contribution in the overall magazine (local ACP stringers as well as the non journalist contributors);
- plan in the TOR a geographical balance of the journalists;
- in the future organisation chart, also plan:
 - o A 4th editor position (with equal number of English and French speaking editors)
 - o A full-time position for the editorial assistant
 - o A fourth-time position for the graphic studio (about 12 days per issue)
 - o A budget for the webmaster (2 hours per day/fourth time).

Recommendation for a new organisation chart for the Production team:



* One of the editors is appointed as deputy editor.

b) Distribution

1. Current situation

The original ToRs were general on the obligation to distribute and the successful tender did not foresee detailed logistics for worldwide distribution. During the implementation of the contract it emerged that distribution was a major challenge.

The problem was two-fold. Firstly, the contractor had to create a valid subscribers' list that could absorb 80,000 copies of the magazine as it had been agreed contractually. But of the list of 44,000 subscribers provided by the EC to the contractor at the start of implementation, only about 10% were valid contacts. Until the distribution target was reached in 2008, Gopa-Cartermill paid up to 65 cents per copy not distributed.

Secondly, Gopa-Cartermill expected that it could use internal commission services for physically sending the magazines to delegations, as this had been done for the previous versions of The Courier. In their offer, Gopa-Cartermill had not calculated the price of mailing 80,000 issues and it was not prepared for the difficulties to obtain reliable distribution to subscribers in ACP countries. Gopa-Cartermill had to struggle to meet these contractual obligations. Eventually, an agreement was found with the Swedish Post, who tracks send-outs until their arrival in the destination country.

In fact, ToRs only stipulated that **Gopa-Cartermill is in charge of the sending out of the magazines and not of their timely reception** by the different distribution points in EU and ACP countries. It is of importance for a magazine to know in what timeframe the issues are received, and if there are no overlapping in time between the successive issues. It was not possible to use EC services for free distribution as the contractor had expected. As a result, Gopa-Cartermill lost money under this service contract.

Gopa-Cartermill also had to keep 200 copies of each issue in case of request for old issues. In reality, about 1,000 copies are currently left at Gopa-Cartermill, who has to pay for the storage.

To address some of these challenges, the position of Project Manager was created after the departure of the fourth journalist. She is assisted by a Project Assistant of Gopa-Cartermill, who takes care of the contacts with the distributors.

Today, the magazine is printed at 80,000 issues that need to be translated into real visibility. About 4,000 contacts receive between 2 and 200 magazines, out of which 1,300 are notified by e-mail that the magazine has been sent. About 3,000 contacts receive e-alerts with the headlines of the magazine. About 60% of the copies are sent to non-state actors, while about 40% are sent to government ministries, and international organisations, including the EC. The issues arrive in the ACP countries quite late, with a 1 to 2 month delay, according to the poll among the EU delegations and the on site evaluation. Most replied that they were actively involved in the distribution in country. Some countries follow customs clearances procedures when The Courier is sent in quantities larger than ten copies in an envelope (for example Fiji).

According to the Production Team, The Courier is available as in-flight magazine on flights to ACP countries with major airlines, media partnerships are implemented for the marketing of the magazine at major events, and the use of the magazine by embassies leads to positive experiences.

In spite of the great improvements made, distribution remains weak and is not sufficiently strategic. For instance, only 29 European newspapers receive the magazine. It should be easy to distribute it directly in the postal boxes of the media at the International Press Centre in Brussels. The

media is almost absent on the distribution lists for Senegal, Tanzania, and Fiji. Also, the ACP Secretariat could be better involved and it should be ensured that magazines sent there are actually read. One member of staff said that there was a large quantity of magazines in store at the ACP Secretariat and that these were not read.

The key to greater distribution is clearly raising awareness, and more strategic targeting. As a member of the Editorial Board says, the magazine could easily be distributed at 160,000 copies if the awareness was higher.

In ACP countries, the impact largely depends on the willingness of the local EU Delegation to cooperate. It seems that only a few do so, not always because of a lack of motivation. In fact, they do not act at their full potential because they do not receive clear instructions and do not have the financial means to take care of the distribution. This being said, some are quite proactive. In Dakar, the Delegation dispatches 900 copies to selected distributors. Selection criteria are: impact and/or potential multiplication. For instance, 80 copies are distributed to deputies of the National Assembly, mainly to the members of two main commissions of Finances and Agriculture. Other copies are dispatched to main universities, the Chamber of Commerce of Dakar, and NGO umbrellas.

In the three countries visited, **there are several methods of distribution which are implemented simultaneously:**

1. copies sent directly by post to the EU Delegation. For instance, the delegation in Tanzania receives 800 issues, in Senegal 900 issues;
2. copies sent by post to governmental institutions, NGOs, schools and universities (like the National Museum in Dar, the ECOWAS office in Dakar as well as several NGOs) who usually store them in their library for the use of their members but who could leverage the process to a better extent if they were receiving more issues and a clear request for a broader dispatching;
3. copies sent through the EU Delegation. For instance the national library in Fiji (where the EU Info Point is located or the NAO), or the 420 contacts (EU missions, Press contacts, Universities, Government, NGOs) of the EU Delegation in Tanzania;
4. copies sent by national diplomatic pouch (Embassy of Belgium in Dar and in Dakar, French Embassy in Dakar, Alliance Française). They are generally well displayed, but some targets are not reached, like the Goethe Institute in Dar, whose director has never seen *The Courier*;
5. copies sent through a NGO to their members in the Pacific countries when they find an interesting article on the region, e.g. the Pacific Foundation for the Advancement of Women.

Problems in distribution are:

1. copies are not picked up at the customs due to high clearance cost of packs (Fiji Council of Social Service)
2. addresses of subscribers change and the change is not notified.
3. copies sent to targets who no longer wish to receive them but have not notified the contractor. The Fiji Women's Crisis Centre for example discards the magazine upon arrival because of the support the ACP group of States and the European Commission lend to their government.

Typical strategic errors are:

1. Potential distributors and multipliers of primary importance for the region are not targeted e.g. the library of the University of South Pacific or the Tanganyika Library in Dar es Salaam. Both libraries used to receive copies before 2004, were sad not to receive it any longer, and were glad to learn that the hard copy is available again.
2. Media is under-represented on the subscriber's list.
3. In institutions or organisations, the *Courier* is addressed to individuals, rather than to a function within the organisation chart.

2. Benchmarking and Diagnosis

Institutional magazines distributed by major donors worldwide, regional or national, e.g. CTA's Spore, are usually available at the donor's premises and antennas, and sent on subscription list to project owners, and various stakeholders in their respective operating zones. Those mailing lists are built progressively, through the on-going personal contacts of individuals on site and via the antennas, through the internet subscriptions, on demand during events organised by the donor or in partnership with other donors, also on mailing lists purchased via specialised companies. Most publications are entirely financed by the institution itself; a few welcome some publicity of selected announcers.

For The Courier, a first challenge is to enhance distribution while envisaging all possible synergies with stakeholders as it is already the case today. A second challenge is to decide whether entirely financing on own budget or partially through selective advertising and/or subscriptions at a low fare.

The potential of The Courier to have a faithful readership and improve the visibility of the ACP-EU cooperation also with occasional readers is huge. People positively appraise the magazine. The hard copies are valuable for most ACP readers as they do not have access to information on paper (high price of newspapers) or on the internet (high price and little time available in internet cafés as well as unreliable connections). It is clear that a hard copy version of the magazine should be maintained. To obtain a better local impact of the magazine, distribution must be a priority.

If the magazine is aimed at a large public, the number of copies must be bigger. As a member of the Editorial Board says: "Send it out to places where it is useful: it can mean something if it reaches people in the middle of Congo. It is valuable and meaningful for people. We should see The Courier in major hospitals, airports, hotels, conference centres, libraries, universities, schools, etc."

Hence, to obtain a leveraging effect on distribution, there is a need for **clear instructions to distributors**, as well as an on-going maintenance of the database. A cover letter could be sent with guidelines on how best to use the magazine— how to change an address, a subscription, how to re-distribute, and so on. In Tanzania, many contact points would like to receive more issues, as they have their own network: Caritas, NAO, and National Museum. In Dakar, the ECOWAS office located at the Senegalese ministry of Foreign Affairs dispatches the issues according to their focus, e.g. the issue on food crisis was sent to the ministry of Finance and Agriculture. "I wish I knew the distribution list to be more efficient", claims Babacar Bâ, in charge of the distribution. "You need a focal point that centralises the distribution points".

The EU Delegations in ACP countries should be involved; at least the ones that represent regions, larger countries or that have sufficient human resources. A member of the EU Delegation for the Pacific (Fiji) says: "The EU Delegation should have the capacity to distribute The Courier: sort it, put it into packs, send to NAO and to Fiji based NGO, CSO, Embassies (British, French, and Australian). Each larger delegation has the organisation for information and communication. One option is to go back to the diplomatic pouch. Put a price label on this item and go back to the time when The Courier was sent by the diplomatic bag. Compare the costs. Have a position to take an informed decision based on real costs and reality of distribution."

Distributing the magazine represents a big workload and should not be asked to smaller delegations. "For us, collecting and distributing the 800 copies at the post office of Dar es Salaam means more work because it is not in our mandate. It takes almost five full days. This is the reason why we have not yet picked up the boxes of the December issue (arrived late January) at the post office."

All Delegations should receive guidelines on how to promote the magazine. A member of the Delegation in Fiji expresses some doubts: "With the new External Action Services of the EU, there

might be competition between information media issued by the EC as they might be issuing their own information means. How will it match with DG Dev magazines such as The Courier?"

The National Authorizing Officers in each ACP country could also be involved in the distribution, at least to the governmental bodies. Ms Elima Lobendah Volavola, Fijian deputy NAO: "I receive copies from the EU Delegation without any instruction, not even a simple letter. If it was clearer I could certainly send it to the governmental bodies." Mrs Volavola and Mr Pape Meïsa Diop, NAO in Dakar, are fully agreeing to be the distribution point to local authorities. The NAO could be, thus, involved in distributing to ministers, ministries, and Parliament members.

Some institutional readers were even ready to actively engage their own internal services to improve outreach. Philippe Edouard Batiénon, Unicef Regional Office for West and Central Africa suggests that he could speak to some colleagues to convince them to use their own pouch to dispatch the magazine in their 24 countries of presence. "Utiliser notre valise diplomatique pour vous aider à distribuer le magazine est certainement une idée à creuser. Je crois dans les synergies. Je suis sûr qu'on peut s'entendre."

A Success story

Daoud Idriss is a student from Chad who is studying in Dakar. He volunteered two years ago to distribute the magazine (40 copies). He gives it to students, the library, and the professors. He will transfer the distribution point to another student since he is now completing his final year and wants to continue to distribute it in Chad, when he returns home. His motivation is to obtain information for his research and be considered as a good student by the professors. This kind of involvement could be easily rewarded, through giving a benefit on basis of the issues distributed in accordance to a list of beneficiaries.

When analysing the current hybrid distribution situation, it seems that there is a need for a uniform distribution system throughout the ACP countries. The best solution seems to appoint an external contractor for each country, preferably a local stringer. His role would be:

- coordinate the list together with the EU Delegation who also receives copies via European Commission internal mail services
- physically receive and dispatch copies to local distributors: NAO (for public authorities) and civil society
- make sure that there are no overlapping between the two lists
- track changes in the distributors' mailing list
- find new ones
- monitor real on-site distribution
- check the effective follow-up of the instructions.

He would be in interface with the EU Delegation, the National Authorizing Officer as well as other private distributors (NGOs, CSOs, universities, etc.).

He would receive a fixed fee for each copy distributed, e.g. € 0.10 per copy.

On their side, EU Delegations would continue to dispatch their copies received via European Commission internal mail services.

Not to mention, the final responsibility for distribution remains in the hands of the Distribution Manager based in Brussels. He or she is regularly controlling the effectiveness of local distribution via the critical control points system (random check by phone, by email, etc.).

3. Recommendations

To be implemented immediately:

- for each new distributor, send a cover letter to distributors with clear instructions: how to notify change of address, how to change subscription, and encourage them to re-distribute – take the opportunity of this letter to ask them to cascade up the information;
- ask the EU Delegations, on a voluntary basis, to become the focal point of distribution (at least to centralise the names in their respective countries) or find an external contractor to do so;
- involve the National Authorizing Officers in each ACP country in the distribution, at least to the governmental bodies;
- check that in each ACP country major targets are effectively reached, e.g. universities and main high schools, media, members of the parliament, local elected people, women organisations, youth organisations;
- in order to further reach the general public, approach airline companies and airports as well as most-frequented cafés and similar meeting places to ask whether they are interested to display the magazine;
- send *The Courier* to the editor-in-chief of major national newspapers and magazines in Europe.

To be implemented during the next phase:

- appoint a responsible for distribution in each country – preferably a stringer;
- regularly check the effectiveness of distribution via the critical control point system (random) and bring corrective actions whenever necessary, e.g. send new instruction letter to increment the multiplication effect;
- implement a clear strategy for distribution in Europe, to begin with the distribution in Brussels;
- determine the feasibility of the inclusion of “*The Courier*” in a regional or local newspaper in the ACP countries, like *The East African*;
- send copies in both languages (FR/EN or ES/EN or POR/EN) in selected high schools and universities in most ACP regions with a letter that explains that those copies are dedicated to language classes.
- organize regular marketing events to ensure effective distribution to interested targets.

IV. THE MAGAZINE

a) The content

1. Current situation

The Courier benefits from a strong identity due to its long history. At least ten stakeholders spontaneously reported that they have been reading The Courier since the period they were young students.

It is considered as a tool used for personal information as well as for advocacy.

The Courier is neither a classical communication product nor an independent magazine as it is the voice of both the EC and the ACP. As a result, The Courier has to deal with many more different interests than other development magazines, which only address their own national constituencies.

Each issue basically encompasses the following sections:

- Profile (one ACP, one EU)
- Dossier (e.g. Fishing, Local governance, Education...)
- Interaction (various articles on ACP and EU)
- Report (on a ACP country)
- Zoom (portrait of an ACP decision-maker)
- Our Planet (environmental issues)
- Discovering Europe
- Trade
- Creativity (cultural news)
- For young readers

Some sections are very long and with many small articles while others are quite short and lack real added value. The headlines of the sections do not catch the attention of the readers. A section name such as 'Between us' or 'What's up?' is stronger than 'Interactions'.

Also, it should be remembered that women and young are part of the target readers. However, very few articles are targeted to them. "If you want to attract our interest, write on topics that are interesting for us and in the right tone", the two young representatives of Greenpeace, Fiji, remark. Themes should be sport, fashion, music, how to start a career and find a job, etc."

2. Benchmarking and diagnosis

2.1. Topics

A magazine can remain in strictly defined boundaries or be open to other topics and to more political issues. Concerning the topics, the selection criteria should be: the angle, the interest for the reader, the ability to anticipate, and rooted and cross-checked testimonials and statements.

Top magazines have this knack at prompting debates, sometimes controversy, on one theme. Their "readers' letters" are numerous and their website forum crowded. A good magazine provides intelligence and not only information.

The Courier clearly follows the criteria of theme selection but still needs a lot of improvement in terms of catching the attention through real intelligence. For instance, The Courier should be the

place where people come to find the latest trends in the thinking regarding EU/ACP cooperation and development aid, e.g. the current shift in support to agriculture.

Today, 95.24% of the polled readers estimate the content “well-balanced” though only 33.33% find the content meet their expectations “very well”, 47.62% “well” and 19.05% “quite well”.

During the field missions, **target readers who receive The Courier regularly showed their enthusiasm and those, who see The Courier for the first time seemed to be immediately interested by the magazine. Here there are** some comments:

“The Courier is very educative and very interesting because of the interaction with other countries. We can compare with what happens in other countries regarding the EDF funds. We have common objectives within the ACP.”

Sadick Magwaya, Head of Programmes at the NAO in Tanzania

“It is a very good publication; it is promoting peace and democracy. Very interesting for university students and to favouring the regional integration. Very big demand in the library, everyone reads it. The writers are experts and write what’s on to the point and in an understandable language.”

Hasan Nsubuga, Director Planning and Projects Development, Tanganyika Library, Tanzania

“Le Courier est un journal important qu’il faut maintenir. Il traite de tous les sujets dont on a besoin. Ils sont très appréciés. Les gens adorent le journal. On m’en demande régulièrement, même de Mauritanie.”

Maïmouna Sarr, Finance Director of WAMP (West Africa Museums)

“J’envoie systématiquement le magazine au ministre que le thème concerne, comme la crise alimentaire au ministre des Finances et au ministre de l’Agriculture. Ce magazine comble un vide d’information écrite sur les relations ACP-UE. Il leur donne une visibilité tout en informant des bonnes pratiques dans les autres pays ACP.”

Babacar Bâ, ECOWAS section located in the Senegalese ministry of Foreign Affairs

“Nous photocopions les articles les plus pertinents: média et démocratie, crise économique, fuite des cerveaux, questions sociales, environnement. Ce sont les dossiers d’analyse qui nous intéressent plus particulièrement. Ils nous permettent de construire des dossiers documentaires.”

Khayrou Cissé, Librarian of the Senegalese National Assembly

“Nous l'utilisons beaucoup dans le cadre de notre communication institutionnelle. Par exemple, les missions des sections opérationnelles à l'intérieur du pays; les réunions; les manifestations événementielles, les dons sur demande aux ONG, associations et structures d'éducation et de formation, etc.”

A member of the EU Delegation in Abidjan

Most interviewees underline that **the magazine remains interesting, provided that it regularly reports on items of direct interest to them**. Everybody in Fiji regretted that there is no regular section on Caribbean and Pacific in order to ensure that those two regions receive more space in the magazine. So far, Tanzania has not been focused as such in the new formula of The Courier. “The focus is too much to West Africa”, a member of the EU Delegation in Dar said. “Overreliance on French-speaking countries”, Albert Memba, director of marketing and communications at the Open University of Tanzania, adds. Given the fact that the ACP have been divided into confederations, “we have issues in common with our four partners in East Africa”, Peter Maduki, director of Caritas Tanzania says. “So we are happy if The Courier speaks about the confederation, even if Tanzania is not focused upon.”

“There is too much emphasis on good governance and democracy and not enough on financial issues”, Sadick S. A. Magwaya, Head of Programmes at the NAO in Dar es Salaam, says. “The Courier should highlight the different instruments, how do they manage the resources, focus on sugar, why the prices are falling, etc.”

Most interviewees congratulate The Courier for the special issue on gender. Having said that, the media group in Fiji regrets that there is only an ancillary article on the Caribbean and nothing on the Pacific. The theme is global; therefore the magazine should give the floor to women coming from all sub-regions. Some women organizations in Senegal were wondering why there are no women on the cover page.

In Fiji, all interviewees confirmed that interest would be much greater if there were articles on the region, and if the cover page was mentioning at least one headline on each region, not only Africa. Local journalists: “If there were fresh news or analyses on society themes that provide an overview on what is happening in other ACP regions or in the framework of the ACP-EU relationships, we would certainly use it in our media.” A member of the EU Delegation in Fiji insists: “The more thorough analysis and sharing of best practices are made in The Courier, the more there is information on our own region, and the more the local press would use it. We just need a few regional articles to enhance the EU visibility through the media.”

All the interviewees insisted on the importance of **presenting success stories of development cooperation**. Large, interregional and intercontinental initiatives like those they are carried out under the intra-ACP programme could be particularly relevant in this context. To name just two examples the CDE and the CTA are witnessing the development of many **projects of the private sector**. The Courier could encourage development partners of intra-ACP cooperation to send information for the hard copy or for the website. This has the double effect of

- (1) having small-scale projects in all ACP regions in domain closely related to people (agriculture, fisheries, cattle, mining, eco-tourism, etc.),
- (2) demonstrating that the ACP/EU cooperation has an impact on development in several sectors and in many countries, e.g. CDE’s assistance to full sectors such as fisheries in Cape Verde, mining in Namibia, milk in Uganda, cotton in Mali, eco-tourism in the Caribbean, etc.

As says Mr Tevi from the World Council of Churches (Fiji), “Show that ACP/EU funds are being used in ACP to do all activities. This means that they are not idle but rather used for a targeted purpose.”

“People have a lack of knowledge on what EU is doing in the countries. The awareness level is low. They think that EU is only funding big infrastructure projects. Once people receive regular information, they build up the knowledge capacity and can seek the right support if they need assistance in a project.”

Tevita Koroi from the Fiji Teachers Association

According to a member of the Delegation in Abidjan, “Le Courrier est le seul organe de presse à vulgariser les actions du FED en pays ACP mais sa visibilité n'est pas évidente. Nous regrettons l'arrêt de fiches opérationnelles [the former blue pages with projects lists for each country and tender information] qui permettaient d'avoir une bonne vision des projets financés par le FED.”

As a result, there is also a **lack of ownership in some EU Delegations**. Only half of the targeted delegations replied to the survey, but the answers received were eloquent. A solution could be to ask all the Delegations in the ACP countries to convey good stories and facts from their own countries of duties, up to The Courier team to make the selection taking into account a fair balance between A, C and P. It should not take too much time, as some stories could be copied from the already existing EU newsletters focused to the local readers. They could be selected on basis of their originality or their particular impact.

However, many respondents also considered The Courier as too European: “It’s a good magazine, but it is not mine”, Peter Maduki, Caritas Tanzania, declares. During a debate organized by the Evaluators at the School of Mass Media and Communications in Dar es Salaam, the 20 students all seemed to know The Courier, and were unanimous to say that if the intentions of The Courier are good, the image of Africa displayed in the magazine was too negative and of “no hope”. In the last issue of 2009, they underlined the fact that the beautiful picture of the Kilimanjaro was very thin, whereas another much bigger showed an half naked boy. In the Courier, “ACP countries are portrayed too much as recipiendaries, it does not focus enough on our own initiatives”, a member of the ACP says.

The Courier should primarily help to understand what is at stake and to give the readers a wider perspective. Consequently, **the scope should be changed.** Instead of focusing on countries and to underline their achievements on the fields of social security or environment, it would be more opportune to focus on big themes and to decline them in accordance with the countries or regions. As Babacar Seck, Executive Director of the CONGAD (276 NGOs in Senegal), declares: “L’approche dossier permet d’aller au fond des choses. Vous avez la capacité de consolider l’information, de l’analyser de façon plus profonde. Vous pouvez valablement vous positionner par rapport à toute une série d’enjeux, tel que le défi de l’eau en Afrique.”

As the country focus was highlighted as part of The Courier’s mandate to promote and raise awareness of ACP countries and, as an important element in the magazine’s popularity, a link should be made between the country covered by the report and other ACP countries. This allows indirectly covering those countries.

Since The Courier is published every two months and suffers from delays in distribution, **the articles should remain topical enough in order to prompt the readers’ attention.** The topics should be then more oriented on in-depth analysis and confrontations of points of views than on news.

Finally, it should be considered whether a more relevant type of **cartoon** could be found. Children are not part of the target group of the Courier and it is questionable that they would read it, while adults would likely enjoy a different type of cartoon. “Better have caricatures to pertinently illustrate some dossiers and key articles. Messages go through very easily with those means of communication”, Madani Hane, International Organization for the Migrations in Dakar, suggests.

2.2. Writing

Writing follows rules that are well known by professional editors. Non-professionals are invited to follow clear writing rules. A good example of those is summarized in the document “Fight the Fog - Put the Reader First” issued by the translator’s department of the European Commission at the link http://ec.europa.eu/translation/writing/clear_writing/fight_the_fog_en.pdf.

Journalistic writing styles are diverse (some more literary than others) but the basic rules are the same: separation between facts and comments, system of the inverted pyramid, answering to the 5 W and 1 H (what, who, where, when, why and how) in the first 2 paragraphs, concise sentences and in the active mode, insertion of quotes and question marks, concrete descriptions and open conclusion.

According to the results of the questionnaires to the EU Delegations and the ACP ambassadors, the vast majority of respondents stated the articles and reports were “clear and easily understandable”. However, some also said that they were sometimes difficult to follow, and too “wordy”. The random survey delivered the same results. Almost all the questioned people have university degrees and are involved in the development matters. The Courier needs to ensure that it can reach readers beyond this group.

As the magazine is translated and needs to be understandable for other target readers, like school students or less educated people, the writing style needs to be clear, factual and straight to the point. The editor-in-chief likes a more sophisticated style, and sometimes writes in a creative and literary style such as when using vocabulary in unusual ways (see “Quelque chose de grand s’est ratiociné”, editorial issue 6/2008, instead of “rapetissé” or “ratatiné”). It is clear that the Editor in Chief aims to give the magazine a personal touch and wants a rich use of language for his magazine. However, the key purpose of The Courier being often to communicate complex information in four different languages, and in an accessible and easily understandable style, a literary approach naturally has to be flawed.

“I picked up a few issues one year ago. Although I found it quite interesting, I could not go through it. It was too complicated, there were too many words. It is a very colourful writing, but sometimes hard to follow. It sounds very wise. I feel egocentrism comes across the editor-in-chief’s article. About the two editors, they’re very different in writing styles, which is OK for me, provided that they respect the same format”.

Ricardo Morris, editor-in-chief of the Fijian magazine “Mai Life”.

The media group in Fiji confirmed that the style needed to be simplified (“a bit too wordy”, they said). “The poetic style is OK at the condition that it appears not too often”.

Also, the headlines need to be improved.

“They are too long, too heavy.”

The media group in Fiji

“A headline like ‘Uganda is landlocked and transport is key’ (issue 14/2009) is *obvious* and thus not attractive.”

A member of a Delegation

The issue 6/2008 contains a lot of “empty” headlines: “We need action not words”, “Fiji probe”, “Agriculture sits at the table of the major players”, “The considerable potential of Africa”, “Slovenia marks respect for Cotonou”, “Modern Ghana, far from Ancient Ghana”, “Restoring the past for the future”, etc.

The journalists' signatures in interviews have to be replaced by the interviewee’s name or removed. Examples: issue 14/2009, page 9: Joyce van Gendren-Naar shall be replaced by Stephen T.K.Katenta-Apull, ambassador of Uganda.

Issue 14, page 19 - Currently, what comes on top of the page are the editor’s signature and the headline:

Andrea Marchesini Reggiani

Data sharing to improve medical research

Ideally, it must be:

EAST AFRICA

SHARING MEDICAL DATA THROUGH MEDISHARE

And the editor’s signature indicated at the bottom of the page or of the subheading.

2.3. Translation

Most articles are originally written in French, the others in English. Based on criteria such as construction of sentences, using the right word, grammar and punctuation, the English and the French translations are considered as of high quality, and the negative comments are very few: "About the Seychelles report, I clearly feel that it was translated. Some expressions do not translate accurately", Ricardo Morris, editor in chief of the Fijian magazine "Mai Life", remarks. "I find the English version far better than previously", says Ritva Sellman, EU Delegation in Fiji.

Concerning the Spanish proofreading on the issues published since 2007 (see appendix 2), the expert consulted by the Evaluators considers that "the write-up is good and highly trustworthy. We can see that it has been made by professionals, using the right terms and expressions. The quality of the Spanish is good but at the same time it remains understandable for any reader interested in ACP countries/ EU. The words and style are not complicated and the use of a lot of synonyms makes the reading pleasant and fast".

Concerning the Portuguese proofreading (see appendix 3), the expert consulted by the Evaluators concludes that "in general, the quality of the translation was very good in all magazines. Moreover, the articles were rich in words, allowed for easy reading, were easily understood, and it showed professional value". She adds that the translation has been highly improved since 2007.

3. Recommendations

To be implemented immediately:

- focus on in-depth analysis and confrontations of points of views rather than on news;
- when focusing on a main theme, illustrate with examples from different countries, at least one per ACP region;
- make a link between the country report and other ACP countries to improve transversal analysis;
- motivate the distribution network, mainly NGOs, to cascade up their local news (to be used, for instance in the news briefs);
- focus on the latest trends in the thinking regarding EU/ACP cooperation and development aid;
- choose the topics in accordance with journalistic criteria first and avoid whenever possible a selection made on political basis or by complacency;
- write in a more concise and factual style;
- raise the topics through an original approach ("angle");
- insist on success stories (see rotating case studies on the EU Delegations websites);
- emphasize the regional bodies like UEMOA, Comesa, EAC or Caricom, etc. in order to ensure a presence of all ACP countries in the magazine, even indirectly, emphasise regional relations of individual countries;
- place a glossary of acronyms and difficult/technical words in a box at the end of the magazine (page 64);
- add articles on education development in ACP countries in order to increase interest in institutions dedicated to education;
- make a strong table of contents with a structure and explanation of feature and main articles.

To be implemented in the next phase:

- appoint many more local stringers, including for the country reports – at least one per sub-region;
- create a permanent section "From Africa" (2 pages), "From the Caribbean" (1 page) and "From the Pacific" (1 page) with news briefs on regional projects;
- create a monthly newsletter dedicated for the publication of "fresh news";
- ask the Press & Information sections of the EU delegations to send information on their biggest

success stories to the editing desk of The Courier, provide some criteria to ensure information is filtered;

- invite renowned guest writers to publish an opinion in a new section named “A letter from”;
- replace the strip dedicated to children by cartoons or fine caricatures aimed at illustrating the articles and reports.

b. The Lay-out

1. Current situation

1.1. Overall organisation

The lay-out was first performed by Lai Momo in Italy. This situation lasted for ten issues. Since issue 11, it is carried out by Gopa in Brussels. This generates cost savings and mainly facilitates the interaction between the editorial team and the graphic studio.

1.2. Design of the magazine

Huge improvements are to be noticed since the launch of the new version of The Courier. Since the graphic studio is another person, it seems logic that the Experts only analyze the last versions of the magazine that is issues 11 to 14, as they are based on the current team’s work.

1.3. Pictures

The pictures are mainly taken by the three journalists of the team, and the criterion of quality is not always met. Other pictures are supplied by Afromediaonline and Agency Reporters. Nearly no pictures originate from EC sources because, as the graphic team says, they are of poor quality. The editorial assistant does not have time to archive the pictures. A strong archiving system is needed.

2. Benchmarking & Diagnosis

2.1. Overall organisation

Most magazines and dailies possess an in-house graphic team. When lay-out is sub-contracted, it is performed by teams who can easily meet each other. Interaction is of paramount importance, mainly when the team has to work fast and good. More often, the Editorial Assistant is working in close collaboration with the graphic studio directly on the computer screen. He or she shortens headlines when necessary, rewrites some subheads, create captions according to the size of pictures, and adds some call-outs or intertitles. This speeds up the process and customizes the pages.

2.2. Design of the magazine

In terms of design, magazines usually position themselves according to the following criteria:

- luxury, with full-pages colour pictures, a polished thick cover, lots of spacing for articles vs. simplicity/economy (black and white or parsimonious use of colours)
- air & space vs. lots of information in a narrow space
- decorative and fashion/touristic/well-being type pictures vs. topical and sometimes very crude pictures (wounded or dead people in war zones, for instance)
- hype type of design, this is following the latest trends in press design vs. more classical

The Courier is clearly in the middle of the road for nearly all criteria.

More than 90% of the readers polled in February consider that the magazine is “well designed and appealing”.

The EU Delegation representatives who answered the poll sent to them in February unanimously appraise the lay-out very positively.

Three ACP Ambassadors found the lay-out “excellent” and seven “satisfactory”. On their side, most interviewees during the field research have a positive appreciation of the lay-out of the magazine.

Key words pronounced by most of the non-professional readers are:

- Nice lay-out
- Eye catching
- Good use of colours
- Easy to read
- Very user friendly
- Quite attractive

Despite the late improvements in the lay-out, there is still a way to go. For instance, all headlines within a dossier have the same size; there is no hierarchy between them. As a result, the reader hardly knows where he stands. Navigation is not facilitated by the table of contents, which is on one page, without any pictures or explanations on the articles. Editors’ signatures are too big and placed at the top of the article. This can be misleading as, at first sight, the reader might think it is the person interviewed or portrayed.

Headlines and subheadings are far too long, sometimes nearly the same size as the article.

Captions of pictures rarely convey key messages; this generates a loss of opportunity to communicate.

Less and shorter text should improve the readability as it would increase the size of the font that most of interviewees find too small. “Articles are interesting but I am not motivated to read a lot due to the information overload”, the people at WAMP (Dakar) declare. A survey respondent from a delegation expressed the same opinion. In most magazines, templates of pages are produced so that editors know the number of words to put in a headline, a subheading, and the article itself. Those must be respected, e.g. 3000 characters per page to allow blank space and large pictures. The journalists must be able to write according the allocated space and, therefore, respect the number of characters per page.

When the magazine is shown to professional readers (journalists, professors of journalism), **they consider that it is appealing, however they notice that:**

- There is a lack of clear structure; this generates the feeling that the magazine is too cluttered.
- Headlines and subheads lack consistency: some are short, others are very long.
- There is not enough blank space at the top of the article (always starting with a picture), meaning not enough breathing.
- Pictures are of different qualities: some very good, some not professional (too little density or blurred).
- Outside margins are too narrow (average of 0.6 to 0.9 cm.)
- It is hard to know where to start (e.g. pages 14-15 of issue 14) – the second article on the right page looks like a continuation – whereas sometimes a headline is positioned on one page and the article starts on a second page (e.g. pages 13-14 of issue 13).
- Facing pages are not balanced, e.g. a left page with a huge headline and subhead and a right page with a small headline and a small subhead for a short story.
- There is no rhythm within the text which is too uniform. The reader should see the difference

- between the section heads, those should be clearly mentioned.
- Section heads are old fashioned (italic) and much too long (numerous examples, e.g. issue 13, page 29 or issue 12, page 10, 11, 15 and page 22) or they simply are not present (issue 11, page 50, issue 12, page 17 and page 49).
 - Lead fonts seem to be stuck in the 80's -90's.
 - The fonts change due to the lack of respect of the page template (fonts are even smaller when the text is too long)

Some mistakes could happen when making the lay-out of the second language, e.g. a section head in English in the French version on page 58 (Ireland, issue 14).

2.3. Pictures – infoqraphism – other illustrations and cover pages

About the pictures inside the magazine:

Some pictures are far too large and some others, which are more content oriented, topical or simply of interest for the stakeholders, are too small. Some poor quality pictures are reducing the overall quality of the magazine. Moreover, pictures are little topical. This gives an impression of lacking professionalism.

Africans claim that pictures convey a negative image of their continent. Students from the School of Journalism in Dar es Salaam said that despite The Courier's good intentions, "the pictures show as usual an image of misery in Africa".

"Too many pictures lack movement; when they depict a person, he or she is too static", a member of the Delegation in Dar remarks. Static pictures fit better in a newsletter than in a broadly-spread magazine. Nevertheless, in comparison with other reviews received for instance by the main library in Tanzania, The Courier stands out as "the best product in terms of visual effect, in comparison with other reviews like the Beijing Review, Korea or Unesco Magazine", Hasan Nsubuga, Director Planning of the Tanganyika Library, remarks. This is confirmed by the readers polled in February.

The graphic team needs to pay better attention to the mix of pictures. In issue 14, there are two microscopes in two different countries on two following pages (14-15), and also similar pictures of the sea for Seychelles and Ireland.

About maps, graphics, infographics:

These are nearly absent in the magazine, e.g. neither pies nor visual explanations linked to articles and that could communicate information in a concise manner while also attracting readers to the article. No final control of graphics is carried out by someone local – e.g. the mistake in the Fijian flag (see page 13).

About the pictures on the cover pages:

They are often abstract and rarely depict people. They do not convey a message on the content of the magazine.

Out of 14 issues, only three display people. Issue 5 displays a man staring at the camera. Issue 8 shows the backside of a woman. Issue 12 depicts a woman whose eyes are closed.

The picture of a building (issue 10) on a front page is extremely cold and it is unclear why it has been picked for this issue. Issue 14 - "A rock on a front page is too cold" (Fiji) "There should always be people as the magazine is related to people", "People like to see faces. This type of picture does not encourage me to pick up the magazine."

Obviously, people are more attracted by the magazine when it displays a picture on their region. "Only magazines with a Pacific-related picture on the cover generate interest. You need to display one picture for each region. If someone sees Samoa on the cover, they immediately pick it up", say Kesaia

Vilsoni and Ateca Tora, in charge of the library of the Forum Secretariat, Fiji.

“To display a passion fruit or a tapestry on the cover page does not bring any information and looks plain.” (Babacar Bâ of the CEDEAO office in Dakar)

Also, **the back cover** looks like a waste of space. Readers do not know to what the picture relates. This is a space that everyone sees, so it could be used to insert the maps of ACP states or a quick explanation of the EU institutions in order to enhance its visibility.

2.4. Colours

The orange colour of the two ACP/UE interviews of the first pages is considered as aggressive and does not encourage the reading. Moreover, many people claim that the fonts are too small and that texts are hard to read.

According to a member of staff of the EU Directorate General Education and Culture, “au lieu de l’utilisation de couleurs pour différencier les rubriques du magazine (profil, dossier, etc.), il y aurait peut-être moyen de trouver des logos ou des astuces de formatage pour les différencier.”

2.5. Indexes at the bottom of main articles

For the moment, indexes at the end of main articles include the editor’s name. “Les index ne reprennent jamais le nom des journalistes; ceux-ci sont au service du thème et du lecteur. Ils n’ont pas à se mettre en avant”, Khayrou Cissé, librarian of the Senegalese Assemblée nationale says.

To create an index, one must start from the general theme and then focus more, and finish with the place and the date when necessary. A column is inserted between each word.

For example, the index of the article on page 48 of issue 13 should be structured as follows:

Politics : referendum : president Tandja : Niger : (and if pertinent, a date).
--

Key words must remain simple. Ibrahima Traore, Institut Français, Dakar, explains: “La recherche doit être simple, avec des mots clés du type: coopération ACP-EU, commerce, développement durable, forêts, agriculture, etc.”

3. Recommendations

On the organisation:

- make sure that the graphic studio is installed in the same premises or nearby the contractor’s premises in order to have a close interaction;
- ensure that the editorial assistant (or a journalist appointed for that job) is in charge of the revision of headlines, captions, intertitles and call-outs;
- encourage discipline from the Editorial Board regarding word counts, colour code and other layout requirements.

On the structure:

- spread key messages in different places around the article: head, subhead, photo captions, and call-out - ideally, readers should catch the quintessence of the message through those items, even if they do not read the body article;
- create more visible (large) section heads that will help the reader to navigate more easily inside the magazine; it is also possible to use vertical indications in margins to indicate some section heads, e.g. news briefs;
- show faces of people on the cover page, and not abstract drawings or impersonal items;

- ensure the presence of the three main regions on the cover page through a picture and an eye-catching headline;
- better use the back cover by inserting maps or a graph on EU institutions for instance;
- organise a hierarchy between the headlines: smaller headlines within a dossier;
- make sure that the “Keywords” at the end of the articles follow the standardised structure, and does not include the editor’s name;
- position the editor’s name at the end of the article or under the subhead.

On the readability:

- rely more on white space to allow breathing, mainly on top of pages;
- have shorter headlines and subheadings. Maximum 6-8 words for the headlines and three-five lines for the subheadings;
- reduce paragraphs to 10-12 lines maximum;
- respect external margins (outside margins should be of minimum 1.3 cm);
- include minimum three columns on each page in order to avoid larger columns that are tiring the readers’ eyes;
- ensure a mix of column width according to the different sections of the magazine, e.g. a majority of articles on three columns and the news briefs on four columns;
- increase punctuation within the text with call-outs and intertitles, in order to facilitate the “eye scan”;
- structure the pages in a way that the reader’s eye is attracted by many elements containing key messages e.g. catching headline and subheading, a box, some explicit and informative captions (that contain a message), call-outs, intertitles, and so on. This multiplies the possibilities of entry into an article;
- avoid the lack of contrast between script and background in texts embedded in pictures.

On the font:

- seek more modern font that increases readability. Use one type of font for all articles of the same kind;
- use a font size that avoids eye fatigue and that is constant (see the difference between pages 14-18 of issue 14 and pages 26-27 where the spacing between the letters and the interlining is too narrow);
- only allow a font size change for specific sections e.g. news briefs.

On the colours:

- respect the colour code (one colour per section) and make it obvious, notably in the table of contents (see hereunder);
- print black-coloured script on lighter colours and avoid white or black-coloured script on dark colours to ensure readability.

On the table of contents:

- edit a two-page table of contents that emphasizes main articles with eye-catching pictures and catching headlines plus one to three lines of explanation;
- select main articles, make their headlines appear in bold and accompany them with an attractive picture and 2-3 lines of explanation - keep other headlines smaller;
- clearly differentiate between the sections; use the colour code to mark each section, e.g. orange for the Dossier, blue for Our Planet, etc;
- remove the headline “The Courier, the magazine of Africa... and relations” from the top of the page. There is no need to repeat it. Alternatively it can be printed in small.

On the cover page:

- ensure that all regions are present through a picture or an eye-catching headline;

- show movement, economic successes; use pictures that convey a message relevant to the respective issue;
- be human for humans;
- have strong appealing and short/dash headlines.

On the back cover:

- use it for ACP-EU maps to avoid waste of space.

On the front pages:

The front pages of the magazine should be reshuffled:

Page 1 – Cover

Page 2 – Colophon with more emphasis on who's who and on the website

Page 3 – The Editor's letter

Pages 4-5 – A comprehensive, colourful and well-illustrated table of contents

Pages 6-7 – The two interviews UE and ACP – displayed on a non-violent colour (orange is too bright).

V. THE USE OF INTERNET

a) The Website

1. Current situation

The courier has its own website, www.acp-eucourier.info, which contains an access to the magazine in PDF, a forum and some news. Number of visitors is estimated at 200 to 300 people a day.

Nearly no one interviewed in Fiji, Senegal and Tanzania knew that articles were available on the website. Many did not even know the web address indicated on page 2 of the magazine as it is not visible enough.

Downloading costs are currently quite high in the South hemisphere due to the fact that governments signed long-term framework agreements with some multinational operators creating a situation of monopoly or oligopoly.

Today, penetration rate of computer in universities is close to 100% in Europe, in the Pacific and tends to be quite high in the Caribbean and in Africa. In other places, internet cafés are today blooming but the users focus mainly on social networking and email consulting. Computers are almost not accessible in rural areas.

When being polled if they would be more interested by a web copy than by a printed copy of The Courier, only three ACP Ambassadors out of ten reacted positively. A majority of them never visited the website, two would like it to be better exploited, and only one found the website interesting.

2. Benchmarking and Diagnosis

For the magazines about Africa, they are two categories of websites:

1. those which only serve as support for the magazine (e.g. Afrique-Asie, Défis-Sud, the New African), and remain static;
2. those which have their own dynamic (Jeune Afrique).

Today, each magazine is supported by a website to allow dissemination for nearly no cost for the visitor, and archiving. The attention is usually drawn on structure, easy navigation, quality of design, quality of information, simplicity of writing style and short dashing texts, appealing headline and, mainly the inverted pyramid writing method. The message has to go through within less than 20 seconds. All elements must be located at the top of the page as most visitors never scroll down. White space is of paramount importance to avoid information overload.

The trends, today, is to mix information channels: texts, audio, video, live testimonials, live presentations, link to YouTube, link to social networking and to other interesting websites. Those “dynamic website” contains the following characteristics: updated information, scrolling news, and scrolling pictures, web TV, podcasts, presentations of main events, forums, polls. Some good examples: Jeune Afrique or the OCDE’s Observer <http://www.observateurocde.org/>.

The Courier website belongs to the first category, with some characteristics of the second (updated information, original news items and pictures). It represents an important complementary tool to the print-version. However, it is less used and less-well known than the print version and this is regrettable, because the time lag between two issues (2 months) is quite long.

At first sight, the website is appealing, well-structured, and easy to navigate. However, it suffers from a series of shortcomings: sometimes, the access is slow or even impossible, news are not regularly updated (except for the English version), there are very few entries (articles and links) on the homepage, all the interventions are put together, whatever the language used, and it is not well enough inter-linked. Nevertheless, it benefits from good navigation tools: each page can stand alone, and refer to the other pages.

While it should be recognised that the opportunities offered by an online presence are insufficiently exploited through The Courier, it also needs to be said that an online Courier cannot represent a valuable alternative to a print magazine, and not only because of the problems related to connectivity:

- The Courier is a magazine that needs to base its success on analysis and reflection about development. Online news is usually kept short and informative and updated on a regular basis to allow quick and concise information, well adapted to the particularities of reading on a computer screen;
- The printed magazine can grab people's attention (for instance in the lobbies, airplanes, waiting rooms) who might not go to the website on their own initiative;
- The print version is used by institutions of educations, and NGOs in order as part of their mandate to inform and prompt reflection.

Below there is a selection of arguments from local readers, who explain why, while an electronic presence is important, this does not have the same impact as the print magazine.

However, even if The Courier is published under electronic form, it has to be maintained in hard copy as well. "Ce serait une erreur fatale de ne le publier que sous format électronique", affirms Daoud Idriss, a student from Chad studying in Dakar and who volunteers to distribute the magazine in the Ecole nationale d'économie appliquée. "Vous perdriez près de la moitié des pays africains, tels que le Tchad ou le Niger." "Les coûts d'importation sont trop lourds, nous devons encore payer au megabyte importé". To reach Chad, magazines need to transit via Douala, Cameroun. "Even if it takes two month to reach us, we do not care because of the quality of the information. We seek for knowledge and can afford to wait for a few weeks".

"Soyez conscient qu'un e-mail est envoyé à une ou plusieurs personnes mais qu'aucune copie papier n'est distribuée là où l'impact est le plus grand: dans les bibliothèques et dans les aires d'accueil des organisations nationales et internationales", Malick Diouf, conseiller des Affaires étrangères, DIEA Dakar, points out.

The cost of downloading and the lack of access to a computer is not the only reason why the hard version should be maintained. "La lecture sur écran est très fatigante", the tiring effect of reading on a screen is a key factor of failure of e-newsletters. "Many people over passing 40 of age do suffer from eye disease and do not read on their screen. They only read what is compulsory". The eye problem is mentioned by all people of 40+ ages, these are the ones who wear reading glasses and who claim that reading on the computer screen is very detrimental for the eyes. This is a reality, and mostly in Africa.

"Les personnes restent très friandes du papier", says M. Dieng. "Cela permet de l'archiver". Archiving the hard copy is a "unique selling point" of the magazine that is often mentioned by interviewees. This is confirmed by Ibrahima Traoré, of the Institut français: "Only hard copies can be indexed in a library."

Paper allows collection and classification. "Le fait de l'avoir sous format papier nous permet de constituer une collection", states Khayrou Cissé, Conservateur of the Library of the National Assembly, Dakar.

Africa has not yet reached the electronic era: “Il est trop tôt pour passer au format électronique en Afrique”, insists Khayrou Cissé. “Les gens ne sont pas suffisamment équipés”.

“Je pourrais multiplier le magazine à travers les mailing lists s’il arrive sous format électronique. C’est une excellente idée car il pourra alors être diffusé de manière plus large. Mais nous tenons quand même à notre copie papier pour qu’il soit présent au centre de documentation”, adds Saliou Ndour, sociologist from the Université Gaston Berger, Senegal. Same opinion from Ms Fal of the NGO Volontaires du Progrès: “Je pourrais transmettre la newsletter électronique à ma liste de contacts e-mails, ce qui augmenterait la diffusion mais je préfère encore toujours la copie papier, plus facile à consulter.”

3. Recommendations

To be implemented immediately:

- regularly update the website, at least once a week;
- have more specific short articles for the website;
- train the editors to post and update news on the website;
- recruit a webmaster able to run a forum or a blog, with a sound knowledge of the development issues and able to address the questions on-line;
- ensure quicker referencing of The Courier on the internet (search engines);
- re-structure the forum with sub-themes;
- indicate on page 2 of the hard version (near the colophon) and the back-cover that archives in pdf format as well as a forum and information on subscription are available on the website;
- put an index on the website with a search engine;
- add a glossary with more technical/difficult words in four languages plus acronyms;
- invite all Delegations to post a link to The Courier website on their own sites;
- make sure that the red compass remains at the same place (top of the page) when scrolling down;
- mention the website address on the cover page of the magazine.

To be implemented during the next phase:

- post regular polls on different topics
- create debates linked with other social networks (see below)

b) Other possible uses

1. The current situation

Currently, an e-alert is sent to inform readers every time a new issue is published, providing links to some articles.

A Courier Facebook group already exists though it needs to be developed. The Courier is also visible on Wikipedia.

2. Benchmarking & Diagnosis

An electronic newsletter is complementary to the website. It goes directly to the reader without forcing him to make the effort to surf on the website. It also presents a topic in a concise way, and refers to the website for more details.

In a newsletter, the pieces should be kept short, as well as the sentences (maximum 20 words).

The style should be simple (beware of adverbs and heavy prepositions) and clear in order that the text should be understandable by everyone. The lay-out should be attractive and prevent information overload (necessary use of blank spaces). The direct style should be used whenever appropriate.

An electronic newsletter for the Courier would be very interesting to complement the print version as it would be easily transferable to different e-mailing lists. NGO staffs often have computers at their offices.

3. Recommendations

To be implemented immediately:

- to develop groups of 'The Courier readers' on Twitter and Facebook; nurture debate on several issues through adding 2-3 comments per week minimum.

To be implemented during the next phase:

- create an electronic newsletter so as to articulate The Courier in three complementary and interconnected layers:
- a monthly e-news with shorter information and links to the website;
- a website with a strong forum of discussion organised by themes and moderated by a journalist who reacts and nurtures movement on it;
- a hard copy with more in-depth analyses and much more structure – longer dossier with a true A-C-P benchmarking, statistics, interviews of on-site people;
- send the newsletter to EC Press and Info Offices so that these can display a link on their website.

VI. CONCLUSION

As stipulated in the logical framework of this mission, the main objectives of the magazine The Courier are:

- Provide in-depth information about the main objectives of ACP-EU cooperation namely eradicating poverty in ACP countries, and the main tool for achieving this objective, the Cotonou agreement;
- Increase understanding about ACP countries, generate debate on Cotonou issues and stimulate exchange of good practices among ACP and EU actors;
- Inspire debate about crosscutting thematic issues of public development aid.

After four months of investigation, the evaluation confirms that these objectives are nearly achieved.

Relevance:

The objectives of The Courier are consistent with the overall vision of the EC in its approach to inform about the EU development policy. It caters to some identified real needs and priorities of the ACP countries. It is relevant to the work of civil society organizations that seek to eradicate poverty in the ACP countries. However, resources to reach its objectives should be increased both in terms of production and distribution.

Effectiveness:

The Courier succeeds in disseminating information and knowledge among ACP countries and in politically reinforcing the ACP-EU dialogue. However, the magazine is clearly under-utilised as a platform where all stakeholders feel at home. This is why there is a need for a better equilibrium in themes selection between the three regions. Also, the magazine should be less felt as an institutionally controlled magazine than a place for feeding the debate on issues related to these institutions. This requires maintaining a permanent dialogue between the Editorial Board and an empowered editor-in-chief. He/she can make the magazine more dynamic and reconcile possible contrasting interests of the institutions represented on the Editorial Board.

Moreover, to generate more interest, the magazine should focus on in-depth analysis rather than on news. The work planning should be extended to avoid shortage of articles or proofreading delay issues.

Efficiency:

The return on investment of the magazine could be much higher if the distribution was further improved. Though there are multiple distribution points in all ACP countries, some important targets are not reached. There is a need for clear guidelines to distributors, as well as an on-going maintenance of the database. The Evaluators suggest appointing one person in charge of the distribution in the major ACP countries, either from the EU Delegation, or an external contractor. The Delegations should receive guidelines on how to promote the magazine.

Impact:

The Courier's impact on the awareness of the target audience on ACP-EU relations is clear. However, to further enhance this impact, the magazine has to gain more ownership from the ACP Ambassadors, the EU Delegations as well as from the distributors themselves and ensure space for debating on development issues. Also, three complementary layers should be implemented: a hard copy, a monthly e-newsletter with more updated information, and a website that shelters a permanent and well-monitored forum and more dynamic elements. Involvement of local journalists and overall lay-out must be deeply enhanced.

Sustainability:

Sustainability needs to be ensured by increasing ownership and by involving local stakeholders such as journalist and academics in the production of the magazine's content. In addition, media, students and education institutions need to be more proactively approached to ensure that their potential for multiplication and sustainable awareness raising is fully exploited.

APPENDIX 1: SOME IDEAS FOR ARTICLES AND REPORTS

People met during the three field missions encourage the Editorial Board to consider the following themes:

- Climate change and its implications in the region
- The land issue. There is little “free” land in the Pacific as land belongs to communities. This stops developments of projects e.g. many hotels are built on leased land. The same for sugar fields, even on a large scale
- Health issues with benchmarking in the three ACP regions
- HIV treatment in the different ACP regions
- Best practices in different ACP and EU regions on what is done for disabled people
- Sugar: mid-term evaluation of sugar measures in ACP regions
- Special policy actions to develop the private sector
- Social security developments
- Success stories of the countries: “how did they do that?”
- NGO liaison unit of the EU: how could we improve interaction?
- Work of the NGOs, like micro-projects in agriculture and micro-finance
- Greenpeace and the EU initiatives towards the environmental protection
- Multilateral trade agreements, not only EPAs, but also PICTA, BESA, etc.
- Implication of the increased presence of EU fishing boats (canning ships) coming from Spain and Portugal in the Pacific waters to fish tuna
- Clean energy – Wave energy
- Obesity and diabetes in the Pacific: a new plague due to lack of sport and a new regime based on “Western cooking habits” and fast food
- Sport at the service of development: the passion for rugby in the Pacific and for football in Africa
- Books to read

APPENDIX 2: SPANISH PROOFREADING

By Patricia Gores

For the proofreading of 'The ACP Courier', we chose the "Proofreader's book guide" in order to have an objective appreciation of the text from the proofreader's view. According to Dr. Meyer (author of the book), to be able to measure the quality of a document it is necessary to pay attention to:

1. Construction Sentences
2. Using the right word
3. Grammar
4. Punctuation

Based on these four elements, I can say that, in general, the write-up is of good quality and it seems to have been made with professionalism and seriousness. To that end, we mention some examples, starting from the magazines published in 2009 and ending with those published in 2007.

QUALITY

Magazines published in 2009

a) Construction Sentence

In most cases, the construction sentence is correct. Examples:

- page 21, Dec.-Jan.-Feb. 2009. "La decisión tomada por Sandals agudiza la ya mala situación económica de las Bahamas."
- page 11, N. 10. "La evolución de la propiedad de la tierra en los países del Grupo ACP es menos negativa de lo que uno podría imaginar."
- page 7, June 2009. "Una mirada retrospectiva a los temas de las ediciones anteriores basta para convencerse de lo anterior."

An example of a bad construction is: "Cuando hablamos del robo en un nido de injusticias denunciado en Pekín en 1995 durante la conferencia mundial..." (page 1, Dec 2009) Correction: Which robbery? Which "nido de injusticias"? Either the construction sentence is not right or the words are not correct. We cannot correct it since I don't understand the meaning.

b) Using the right Word

In general, the words are correct. Examples:

- page 11, N. 12 "...de que la situación desemboque en la balcanización..."
- page 13, N. 13 "...el prejuicio es subyacente"
- page 35, N. 14 "...decadencia pese a la aplicación de modernos métodos de apicultura"

c) Grammar

In general, we can say that grammar is correct and there isn't any spelling mistake. The grammar rules have been respected, for accents as well as for other rules (b/v, m/n...). The only mistake is on page 7, December 2009 "Ellen Johnson, Presidente Liberiano... y Gunilla Carlsson, Ministro Sueco..." Correction: Both are women, so the titles should be feminine, namely "Ellen Johnson, Presidenta Liberiana... y Gunilla Carlsson, Ministra Sueca."

d) Punctuation

Punctuation is correct and with well structured sentences. Examples:

- page 23, N. 12. "Pese a todo, África sigue avanzando, sobre todo en el ámbito..."
- page 45, N. 9. "Programa de apoyo integrado para el desarrollo de tierras de cultivo (ISPAAD)"
- page 2, Junio Edición Especial. "Hasta hace pocos años, ante la pregunta de cuál era el primer producto de exportación del país mas rico del mundo, Estados Unidos, nos sorprendía que se respondiera 'la cultura'."

Magazines published in 2008

a) Construction sentence

The construction sentence is correct. Examples:

- page 15, N. 6. "En primer lugar, debemos tener siempre en cuenta que esos países no se han liberado todavía del modelo económico que los vincula a al metrópoli..."
- page 2, Edición especial de Marzo. "Para la CE, el desarrollo tiene mucho que ver con el dialogo entre los distintos actores..."
- page 18, N. 5. "En la pesca mauritania, por ejemplo, la superioridad de la pesca artesanal en lo que atañe a la calidad y al valor añadido de los productos es una característica constante."

b) Using the right Word

The used words are correct. Examples:

- page 5, N. 6. "Previsibilidad de la ayuda"
- page 24, Número especial de Marzo "...temen pérdidas de ingresos arancelarios..."
- page 19, N. 5. "...que para nuestro sector tiene la mejora de la rastreabilidad y de la calidad..."

c) Grammar

Grammar is correct without any spelling mistake. Examples:

- page 20, N. 5. "Ésa es la causa..."
- page 15, N. 6. "Acuérdese de las negociaciones"

d) Punctuation

Showing sound use of punctuation. Examples:

- page 25, N. 5. "...se enfrenta a una cuestión moral sin precedentes: ¿deberíamos...?"
- page 27, Edición especial de marzo "...para promover los 'puntos esenciales' de Cotonú"

Magazines 2007

a) Construction sentence

It's good. No mistake have been found. Examples:

- page 7, N. 2 "Muchos de los de allí presentes pensaron incluso que el debate era una decisión poco acertada puesto que no había ningún zimbabuense para responder a las cuestiones allí planteadas."
- page 6, N. 3 "Las distintas partes aún deben alcanzar el acuerdo sobre un EPA hecho y derecho a través de un, por llamarlo de alguna manera, 'acuerdo escalón'"

b) Using the right word

The used words are correct. Examples

- page 9, N. 3 "El BEI pone toda la carne en el asador en las infraestructuras"
- page 15, N. 3 "Los países están ya al acecho..."

c) Grammar

Good level of grammar. Examples:

- page 15, N. 3 "...la presa del Ruzizi se interrumpiese"
- page 16, N. 1. "Asimismo, pide a Europa que reconozca que no hay problema."

d) Punctuation

It is good. Examples:

- page 19, N. 2 "Las consecuencias (de los AAEE) obviamente van a parar a los países ACP."
- page 18, N. 3 "...unos servicios energéticos seguros, fiables, con coste asequible, diversificados, respetuosos con el clima y duraderos, en concertación con el Banco Mundial."

OVERALL APPRECIATION

The write-up is good and highly trustworthy. We can see that it has been made by professionals, using the right terms and expressions. The quality of the Spanish is good but at the same time it remains comprehensible for any reader interested in ACP countries/ EU. The words and style are not complicated and the use of a lot of synonyms makes the reading pleasant and fast.

APPENDIX 3: PORTUGUESE PROOFREADING

By Angela Machado

The present quality analysis of the proofreading of Courier magazines is based on four items:

1. Sentence Construction
2. Using the right word
3. Grammar
4. Punctuation

On an overall assessment, we have concluded that the written was of good quality, in reference to the translation and also the use of Portuguese language. Even so, we have found that 2007 magazines did not have the same quality as the 2008 and 2009 Courier. There were problems in the construction of the sentences, in grammar and punctuation and, sometimes the text of some of the articles were not well articulated, which complicated the meaning.

In general the quality of the translation was very good in all magazines. Moreover, the articles were rich in words, allowed for easy reading, were easily understood, and it showed professional value. In that sense, we have focused the proofreading on the quality of the written.

Examples:

◆ 2007 Courier:

1. Sentence Construction: In general it is correct, but there were some problems in some articles in relation to sentence articulation.

Correct examples:

- N. 1, Julho Agosto, page 11: “Para Reduzir o fluxo de clandestinos, a Comissão Europeia, decidiu financiar a abertura, em África, de agências encarregadas de orientar os candidatos à imigração para a Europa.”
- N. 1, Julho Agosto, page 22: “Pela primeira vez na Mauritânia a gestão do projecto não está nas mãos da administração...”
- N. 1, Julho Agosto, page 29: “A Etiópia, o Lesoto e o Ruanda estavam representados pelos respectivos primeiros-ministros”.
- N. 3, Novembro Dezembro, page 17: “No entanto, é a África do Sul que funciona como locomotiva neste sector.”

Incorrect example:

- N. 1, Julho Agosto, page 8: “A invasão dos pontos de água pela areia e em seguida dos percursos, obrigou as populações nómadas a abandonar as suas actividades e fixarem-se no local”. Because the order of the sentences is not correct, it becomes difficult to understand the meaning, and so the correct order would be: “A invasão dos pontos de águas e dos percursos pela areia, obrigou as populações nómadas a abandonar as suas actividades e fixarem-se no local”.

2. Using the right word: Overall the words used in the texts are correct and are easily understood.

- N. 1, Julho Agosto, page 49: “Será necessário revitalizar o tecido económico e industrial, hoje degradado.”
- N. 3, Novembro Dezembro, page 20: “... de alargar o campo de cooperação...”
- N. 3, Novembro Dezembro, page 37: “... grande fossa tectónica africana...”

3. Grammar: Throughout the text the grammar rules were respected concerning, plural/singular, feminine/masculine, subject/verb, and accents. An incorrect example is the one I found on magazine N. 1, Julho Agosto, page 56: “Explosão da cratera...”, Where the definite article “A” at the beginning of the sentence is missing.

4. Punctuation: For most part is correct in the articles, except in a few small cases.

Correct example:

- N. 1, Julho Agosto, pag. 14: "Os curiosos, frustrados apenas por não poderem seguir várias das mesas-redondas que decorriam paralelamente, agrupavam-se."

Incorrect example:

- N. 1, Julho Agosto, pag. 8: "Desde 1973, o Sahel e a Mauritânia em especial têm sofrido anos de seca persistente...". There are commas missing, so it should be written: "Desde 1973, o Sahel e a Mauritânia, em especial, têm sofrido anos de seca persistente..."

◆2008 Courier:

1. Sentence Construction: In general it is of very high quality and no incorrectly constructed sentences were found.

Correct examples:

- N. 4, Janeiro Fevereiro, page 8: "Será dada prioridade à luta contra as doenças transmissíveis, como por exemplo o VIH e a SIDA, a tuberculose e o paludismo, nomeadamente através da partilha de experiências e de boas práticas."

- N. 5, Abril Maio, page 10: " Os desafio são de tal ordem que paralisaram este processo em três questões da actualidade: a luta conta a pesca ilícita, o acordo exemplar e parceria de pesca entre a União Europeia e a Mauritânia e a pesca artesanal."

- N. 7, Agosto Setembro, page 11: "Por outro lado, estes mesmos observadores financeiros apontam o voo picado do mercado de valores no Zimbabué originado pelas tensões políticas actuais".

2. Using the right word: The wording in the texts are correct.

- N. 4, Janeiro Fevereiro, page 8: "... e das doenças tropicais negligenciadas..."

- N. 5, Abril Maio, page 10: "... quer se trate ainda da viabilidade das pescarias artesanais..."

- N. 7, Agosto Setembro, page 11: "Em contrapartida, o valor das empresas na Nigéria..."

3. Grammar: Is correct and no mistakes were found.

- N. 4, Janeiro Fevereiro, page 8: " Na declaração de Bruxelas, os ministros..."

- N. 5, Abril Maio, page 10: "Os desafios que o sector deve enfrentar são múltiplos..."

- N. 7, Agosto Setembro, page 11: "Os investidores estrangeiros são atraídos pelos recursos ainda não explorados."

4. Punctuation: It was correct in all articles we read, we did not come across any errors.

- N. 4, Janeiro Fevereiro, page 8: "E na mesma ordem de ideias, decidiram promover parcerias com as empresas farmacêuticas a fim de facilitar o acesso, por um custo acessível"

- N. 5, Abril Maio, page 10: "Como pano de fundo, está a nova proposta da Comissão Europeia, apresentada em Outubro de 2007, para lutar contra a pesca ilícita, que é um flagelo de uma envergadura..."

- N. 7, Agosto Setembro, page 11: "Por um lado, os observadores financeiros, tanto dos países africanos como da União Europeia, sublinham, como boa governação, para fomentar a confiança do mercado..."

◆2009 Courier:

5. Sentence Construction: No incorrectly constructed sentences were found.

Correct examples:

- N. 9, Dezembro Janeiro Fevereiro, page 7: "Isto evita a ruptura das relações e impulsiona os parceiros ACP e UE a debaterem o restabelecimento da ordem democrática."
- N. 10, Março Abril, page 46: "O resultado é o Semba Jazz, uma música recheada de sabores e aromas".
- N. 11 Maio Junho, page 24: "Pede uma cooperação entre as forças navais europeias da missão Atlanta e os Americanos, Russos e Chineses presentes na região."
- N. 12 Julho Agosto, page 34: "Já foram empreendidas na maior parted dos países inúmeras experiências, desde a plantação de árvores no Senegal a práticas agro-silvícolas e agro pastoris."
- N. 13 Setembro Outubro, page 27: "Dada esta coesão e unidade, declaramos tolerância zero ao extremismo".

6. Using the right word: In general the words used in the texts are correct.

- N. 9, Dezembro Janeiro Fevereiro, pag. 27: "...garantir uma participação efectiva dos países mais pobres nas instâncias internacionais."
- N. 10, Março Abril, pag. 6: "... quando os dirigentes instrumentalizam a diversidade e fazem das minorias bodes expiatório políticos".
- N. 11 Maio Junho, pag. 54: "O objectivo é fomentar um debate sobre o que impulsiona o desenvolvimento e como poderemos...."
- N. 12 Julho Agosto, pag. 22: "A revisão do Acordo de Cotonu deveria englobar um reforço do apoio..."
- N. 13 Setembro Outubro, pag. 49: "O trabalho das mulheres domésticas, chamadas também de donas de casa, não é contabilizado".

7. Grammar: Is correct and I only found one error.

Correct examples:

- N. 9, Dezembro Janeiro Fevereiro, page 57: "Uma política que não se deve limitar aos países de Leste, como a Rússia, mas também ao Mediterrâneo"
- N. 10, Março Abril, page 11: "... não há optimismo nenhum quanto à apropriação de um outro bem..."
- N. 11 Maio Junho, page 10: "Foram as ONG que habitualmente tomaram a..."
- N. 12 Julho Agosto, page 42: "Grant Percival, Presidente da Associação Samoa de Produtores e Exportadores, disse-nos que estava...."
- N. 13 Setembro Outubro, page 35: "A paixão pela pedra sentiu-a aos 6 anos, de idade com que fez a sua primeira escultura."

Incorrect example:

- N. 9, Dezembro Janeiro Fevereiro, page 7 (Cimeira do Fórum das Ilhas do Pacífico: "Na momento da impressão, as Fiji debatiam...". The definitive article is in the feminine when it should be in the masculine. So it should be written: "No momento..."

1. Punctuation: It was correct in all articles I read.
 - N. 9, Dezembro Janeiro Fevereiro, page 25: “O que podemos oferecer às crianças depois da educação primária?”
 - N. 10, Março Abril, page 40: “Roberta Virgilio, da ONG italiana “Gruppo di Volontariato Civile (GVC), está a implatar sistemas de gestão para estes pontos de água, juntamente com outras duas ONG...”
 - N. 11 Maio Junho, page 30: “Este apelo surge na altura em que o Comissário Europeu do Desenvolvimento, Louis Michel, declarou, em 4 de Abril em Bruxelas, que não haveria...”
 - N. 12 Julho Agosto, page 12: “Os países do Sul, por exemplo, onde ainda subsistem programas escolares...”
 - N. 13 Setembro Outubro, page 6: “De certo modo, sim”.

APPENDIX 4: QUESTIONNAIRE TO THE EU DELEGATIONS

ANSWERS FROM

- 1) Cape Verde
- 2) Gambia
- 3) Cameroon
- 4) Ivory Coast
- 5) Sudan
- 6) Bissau
- 7) Burundi
- 8) Kenya
- 9) Bénin
- 10) Eritrea
- 11) Mauritius
- 12) Timor-East

1. Do you receive The Courier on time? If not, what is the usual delay?

- 1) No, it comes late, a few weeks (Cape Verde)
- 2) We usually receive it with 1 or 2 months delay (Gambia)
- 3) NON, 30 à 45 jours après l'annonce de l'alerte de distribution (Cameroun)
- 4) Nous recevons la revue par fret aérien. Souvent en retard -15/ 30jours. Ceci est dû au conditions difficiles de la douane ivoirienne. Les frais de magasinage reviennent cher à la Délégation. A l'époque le problème ne se posait pas quand Le Courier était envoyé par Valise diplomatique. (Ivory Coast)
- 5) Last number 543 29.01-04.02 arrived on 10 February= usually small delay (Sudan)
- 6) yes (Bissau)
- 7) OUI. Le délai le plus long est d'un mois (Burundi)
- 8) yes (Kenya)
- 9) La Délégation reçoit souvent Le Courier le mois suivant celui du bimestre qu'il couvre. (Benin)
- 10) Yes, we receive it on time (Eritrea)
- 11) We receive them but not very regularly (Mauritius)
- 12) We receive them reasonably on time (Timor-Leste)

2. How is The Courier distributed in your country of duty?

- 1) Via the Delegation
- 2) We receive it via diplomatic bag sent from Headquarters
- 3) Notre liste de distribution s'adresse aux ambassades et consulats, administrations publiques, organisations internationales, ONG, écoles et universités, etc.
- 4) - Abonnés institutionnels à Abidjan par livraison express
- Abonnés individuels par retrait sur place au centre de documentation
- 5) Received by the pouch
- 6) We have a distribution list that we use normally when the number of copies is significant. Otherwise, we distributed only inside de delegation. On May 9th we distribute all de copies that we have in stock.
- 7) Le Courier est distribué suivant une liste de personnalités, de projets, société civile et écoles.
- 8) Des exemplaires de la revue sont envoyés:
 - dans les ministères,
 - à l'Assemblée Nationale,
 - à la Cour Suprême
 - à la Haute Cour de justice
 - à la Cour Constitutionnelle
 - au Conseil Economique et Social
 - dans certaines directions de l'administration publique
 - dans les bibliothèques des universités

- dans des agences de coopérations bilatérales
- aux organismes du Système des Nations Unies
- aux banques et sociétés privées
- à la Chambre de commerce
- à des ONG
- aux Ambassades des Etats membres de l'UE.

9) We keep copies of the Courier in the Delegation for internal distribution. We do not distribute the Courier to our counterparts.

10) Delegation receives them and sends them on to institutions depending on the topic and Member State representations as well as the EU infopoint in the National Library.

Some institutions must have their own subscriptions; recently I saw a copy in the Sugar Industry Research Institute.

11) Through the Delegation

3. Is the Delegation involved in the distribution of The Courier?

- 1) Yes
- 2) Yes, indeed. We distribute it to the staff members and share it with our main counterparts
- 3) NON. La distribution est plus ou moins facile dans les ambassades, administrations et organisations internationales.
- 4) Oui. Les frais d'envoi sur place sont à la charge de la Délégation
- 5) No
- 6) Yes
- 7) Oui
- 8) Yes, the lot that is delivered to the Delegation is distributed, and to visitors to the Delegation
- 9) Oui, la Délégation assure elle-même le port des exemplaires jusqu'aux destinataires
- 10) No
- 11) Yes for Mauritius, but for the Seychelles the British High Commission is now in charge of the distribution
- 12) Yes

4. Do you think that The Courier is fairly spread in your country of duty?

- 1) To some extent
- 2) NON, la Délégation avait supprimé la machine à timbrer et n'envisage plus d'acheter une nouvelle. La distribution en dehors de la ville de Yaoundé est difficile.
- 3) Imparfaitement. Ceci est dû aux difficultés rencontrées sur place depuis la crise socio-politique de la Côte d'Ivoire : la poste locale est en difficulté et ne peut assurer les envois à l'intérieur du pays.
- 4) Only statutory personal of DEL
- 6) yes
- 7) Oui. C'est un document bien connu et demandé par les fonctionnaires bref les intellectuels en général
- 8) not exactly
- 9) Oui
- 10) No
- 11) We do not have enough information to reply to this question
- 12) Considering the prevailing conditions in this fragile country, YES.

5. Does the Delegation use The Courier?

If yes, for what purpose?

- 1) For information
- 2) Depends on the topics
- 3) OUI, pour les articles/dossier thématiques
- 4) Oui. Nous l'utilisons beaucoup dans le cadre de notre communication institutionnelle. Par exemple

les missions des section heads opérationnelles à l'intérieur du pays; les réunions; les manifestations événementielles, les dons sur demande aux ONG, associations et structures d'éducation et de formation, etc.

5) NO (Sudan)

6) Yes, for general information to all staff in delegation and sometimes to extract items for our newsletter

7) Oui. Il est distribué au personnel de la Délégation pour leur information

8) Yes)

9) Oui, la délégation utilise le courrier pour information

10) No

11) Yes to be informed about the EU projects in the ACP region

Display of remaining copies on the information desk at entry of the Delegation

12) For general information on a variety of topics

6. What is your overall appreciation of The Courier?

Excellent (Benin)

Good (Gambia, Cameroun, Sudan, Bissau, Burundi, Kenya, Mauritius, Timor-Leste)

Quite good (Ivory Coast, Eritrea)

Rather Poor

Why: ...

- Too politically correct (Cape Verde)

- Nous regrettons l'arrêt de fiches opérationnelles qui permettaient d'avoir une bonne vision des projets financés par le FED. Le Courier est le seul organe de presse à vulgariser les actions du FED en pays ACP mais sa visibilité n'est pas évidente.. Dans la rubrique REPORT, il serait intéressant de réactiver les fiches pays qui permettaient d'avoir une vue globale immédiate de la situation du pays et de l'état de sa coopération avec l'UE (Ivory Coast)

- Interesting but lot of information related to Brussels (Sudan)

- Containing a general overview of EU-ACP current development issues and development projects, it is useful for sharing experiences with other Delegations/ACP states. (Eritrea)

- Provides valuable information on EU projects (Mauritius)

7. How do you find the content of the magazine?

well balanced (Gambia, Cameroun, Ivory Coast, Sudan Bissau, Burundi, Kenya, Benin, Timor-Leste)

too focused on certain topics (Mauritius)

not enough focused on certain topics: (Eritrea)

Explain:

- bon équilibre entre les pays des différentes grandes régions ACP et les pays européens (Ivory Coast)

- Il y a toujours une rubrique ou un article qui intéresse. (Benin)

- The Courier gives you a general overview of certain topics but it hardly studies them in depth. (Eritrea)

- On the one hand the country dossiers are interesting, on the other hand if the country doesn't attract my attention, I might not even open The Courier in times of workoverload. (Mauritius)

8. How do you find the articles and reports?

Clear and easily understandable (Gambia, Cameroun, Ivory Coast, Sudan, Bissau, Burundi, Benin, Mauritius, Eritrea)

A bit complicated but readable (Kenya, Timor-Leste)

Texts are too long

Texts are too short

Font is too small or colour contrasts are too low

I don't read

Suggestions:

Il serait intéressant d'avoir un focus sur la vie des délégations car c'est elles qui font vivre sur le

terrain le partenariat exceptionnel qu'est l'accord entre l'UE et les pays ACP. (Ivory Coast)
Articles de fond sur un projet ou un instrument de mise en œuvre innovant. Faire aussi des focus sur les états membres de l'UE ou sur un exemple de coopération bilatérale entre un état membre de l'UE et un état ACP (Benin)
A bit complicated but readable (for the average educated Timorese) (Timor-Leste)

9. How do you find the lay-out (design) of the magazine?

- Appealing and well-designed (Gambia, Cameroun, Ivory Coast, Bissau, Burundi, Kenya, Mauritius, Eritrea, Timor-Leste)
- Poor, needs a lot of improvements
- Too much text (Sudan)
- Too many pictures

Suggestions: It is not so much the layout but the contents that needs change (Cape Verde)

En général assez bien conçue. Il faudrait un peu moins d'encadrements colorés de grande dimension parce que cela fatigue un peu les yeux et tend a rendre le magazine moins structure. Au lieu de l'utilisation de différentes couleurs pour différencier les sections du magazine (profile, dossier, etc.) il y aurait peut être moyen de trouver des logos ou des astuces de formatage pour différencier et alléger. (Institutional reader)

What is the target group of the Courier?

The format in my view is too bulky, I think it would be better to have shorter editions and that articles be more written in a journalistic style, telling a story and that opinions expressed are more controversial and less politically correct.

I do not think that the text appeals to young people (but not sure if this is the target group). (Cape Verde)

To not exceed 50 pages (Timor-Leste)

APPENDIX 5: LIST OF PERSONS INTERVIEWED

Senegal

Christophe De Vroye, Conseiller, Politique et Commerce, EU Delegation
Anta Labery, Appui Communication, EU Delegation
Anne Jean-Bart, Relations publiques, EU Delegation
Moussa Gassama, Documentation, EU Delegation
Pape Meïssa Diop, Régisseur PSONFED, National Authorizing Officer, Ministère de l'Économie et des Finances
Babacar Bâ, Chef de la Division des Organisations, Bureau central de la CEDEAO
Malick Diouf, conseiller des Affaires étrangères à la Direction de l'Intégration Economique Africaine (DIEA), ministère des Affaires étrangères
Mamoudou Diallo, Chancelier des Affaires étrangères, Direction de l'Intégration Economique Africaine (DIEA)
Abdoul Aziz Sabaly, Librarian, Chambre de Commerce de Dakar
Abdou Gueye, Responsable Centre de Documentation, Maison des Elus locaux
Boubacar Seck, Directeur exécutif, plate-forme CONGAD
Aïcha Kane, Documentaliste, plate-forme CONGAD
Khayrou Cissé, Head of the Library, Assemblée Nationale
Ibrahima Traoré, Head of the Mediathèque, Institut français
Maïmouna Dieng, Plate-forme des A.N.E.
Lamine Ndiaye, Secrétaire général, Société Nationale de Recouvrement
Abdoulaye Ndiaye, chef de la Cellule Archives et Documentation, Société Nationale de Recouvrement
Serigne LO, chef du Département Contrôle de Gestion, Société Nationale de Recouvrement
Bougouma Sow, Directeur Gestion et Organisation, Société Nationale de Recouvrement
Daoud Idriss, Student, Ecole Nationale d'Économie Appliquée
T. Diamantani, West African Museums
Maïmouna Sarr, Financial Director, WAMP
Philippe Edouard Bationo, Assistant de programme, Bureau régional de l'UNICEF pour l'Afrique de l'Ouest et du Centre
Prof. Massamba Lame, Ancien Chef du Département Archéologie de l'Institut Fondamental d'Afrique Noire – Université de Dakar - WAMP
Prof. Saliou Ndour, Chargé de cours de sociologie, Université Gaston Berger de St Louis
Moussa Gassama, Documentaliste, EU Delegation
Madani Hane, International Organization for Migrations
Sadikh Niass, Rencontre Africaine pour la Défense des Droits de l'Homme (RADDHO)
Madame Fal, Volontaires du Progrès
Mor Dieng, Ecole Nationale des Travailleurs Sociaux Spécialisés
Ouseynou Ndiaye, Rédacteur en chef, Canal Info News (TV)
Maïmouna Ndour Fayl, Coordinatrice Rédaction, Canal Info News (TV)
Soda Germaine Diatta, Journaliste économique, Canal Info News (TV)

Tanzania

René Van Nes, Press & Information Officer, EU Delegation
Henry E. Lyimo, Press and information Assistant, EU Delegation
Sawiche Wamundza, Officer Press and information, EU Delegation
Peter Maduki, director Caritas Tanzania
Albert Memba, Director Communications and Marketing, Open University of Tanzania (OUT)
Dr Rubera, head of the French Department, OUT
Sammy Makilla, Director Journalism Department, OUT
John-Baptiste Rwezahura, Alliance française
Pascal Kamulete, Alliance Française
Sadick S. A. Magwaya, Head of Programmes EDF-Programme Support Unit
Daniel Kiwia, Head of Finance and Administration EDF-Programme Support Unit
Mike Mande, Regional Chief, the East African
Dickson Mwanyika, Manager, Tanzania Development information Centre
Paul Janssen, Ambassador of Belgium
Helène Guillemot, Belgian Embassy
Gasirigwa Sengiyumva, journalist Daily News
Hasan Nsubuga, Director Planning and Projects Development, Tanganyika Library
Alli A. S. Mcharazo, Director General, Tanganyika Library
An employee from the British Council
Ulrike Schwerdtfeger, Director, Goethe Institute
Paul Msemwa, Director, the National Museum
The Zanzibar Tourism Commission
Augustin Hatar, Senior Lecturer, School of Mass Media and Communications, University of Dar es Salaam
And **19 students in journalism** (3d year) from the School of Mass Media and Communications.

Fiji

Robert De Raeve, First Counsellor Political & Trade, EU Delegation
Ritva Sallmén, Head of Economic Section head, First Counsellor, EU Delegation
Lice-Lia-Ann-Wati ROVA, Communications, EU Delegation
Stefan Stantejsky, third Secretary, Political & Trade, EU Delegation
Elina Lobendahn-Volaola, Deputy National Authorizing Officer – ODA Unit, Ministry of Finance, National Planning & Sugar Industry
Joseta Sania, Director Corporate Services, Ministry of Foreign Affairs
Cheryl Brown-Irava, Acting Director (Economics), Ministry of Foreign Affairs
Tui Marseu, Public Service Commission, Ministry of Education
John Stunnenberg, Senior Technical Adviser (EC), Pacific Islands Forum Secretariat
Mue Bentley Fisher, Communications Officer, Pacific Islands Forum Secretariat
Ateca Tora, Information Management Coordinator, Pacific Islands Forum Secretariat
Kesaia Vilsoni, Information Management Coordinator – Library, Pacific Islands Forum Secretariat
Ashika – COPE Library
Tevita Koroi, Executive President, Fijian Teachers Association and Council for Pacific Associations
Sumasafu Vilsoni, Co-chairperson, Regional Association of Disabled People Organisation
Fe'iloakitau Kaho Tevi, General Secretary, Pacific Conference of Churches
Main library on Victoria Parade that hosts the EU info point
Fiji Women's Crisis Centre
Rex Horoi, Executive President, Foundation of the People of the South Pacific International
Dr. Kesa Seniloli, Acting Dean, Faculty of Business & Economics, University of the South Pacific
Shaleindra Singh, Divisional Head, Media Studies, University of the South Pacific
Elizabeth C. Reade Fong – Deputy University Librarian, University of the South Pacific
Rajeshwar Singh, Assistant National Secretary, Fiji Trades Union Congress
Susana Tuisaway, Executive Director, Pacific Foundation for the Advancement of Women (PACFAW)

Milia Kare, Librarian, and Ana, receptionist, GreenPeace
Hassan Singh, Executive Director, Fiji Council of Social Services

Journalists:

Laisa Taga, Editor-in-chief of the Island Business Magazine
Ricardo Morris, Editor-in-chief of Mai Life Magazine
Samisoni Pareti, Media Consultant, free-lance for the EU Delegation
Akanisi Taumoepeou, Fiji Times
Peceli Rokotuivuna, Fiji Broadcasting Corporation
Merana Kitone, Fiji TV
Tui Marseu, Public Service Communications
Elena Baselala, Fiji Times
Vasiti Ritova, The Fiji Sun

APPENDIX 6: GLOSSARY OF TECHNICAL TERMS

Angle: particular emphasis of a media presentation, sometimes called a slant

Back Cover: the last page of a magazine

Caption: copy that accompanies a photograph or graphic

Column: an article in which a writer or columnist gives an opinion on a topic

Correspondent: person who writes articles for a paper

Cover: the first page of the magazine

Editor: the person who "edits" a story by revising and polishing, the person whose job is to approve copy when it comes in and to make decisions about what is published in a newspaper or magazine

Editorial: an article expressing a newspaper or magazine owner's or editor's position on an issue

Feature article: the main article on the front page of a newspaper, or the cover story in a magazine

Hard news stories: factual accounts of important events, usually appearing first in a newspaper

Headline: the "title" of a newspaper or magazine story

Intertitle: title inside the article, serves at punctuating and appealing readership

Inverted pyramid: the structure of a news story which places the important facts at the beginning and less important facts and details at the end, enabling the editor to cut bottom portion of the story if space is required.

Masthead: the "banner" across the front page which identifies the newspaper and the date of publication, the publication information on the editorial page

News angle: the aspect, twist, or detail of a feature story that pegs it to a news event or gives it news value for the reader

Op-ed page: a page in a newspaper that is opposite the editorial page, and contains columns, articles, letters for readers, and other items expressing opinions

Reporters: the people who gather facts for the stories they are assigned to write

Section or Rubric: part of the magazine dedicated to a general topic like sport, culture, games...

Soft news: story that is interesting but less important than hard news, focusing on people as well as facts and information and including interviews, reviews, articles, and editorials

Source: a person who talks to a reporter on the record, for attribution in a news story

Subhead: Small text between the headline and the text, aimed at prompting the reader to read the article

Style: conformity of language use by all writers in a publication

Target audience: a specific group of people that media producers or advertisers want to reach

APPENDIX 7: PROPOSED NEW STRUCTURE/CONTENT OF “THE COURIER”

The content shall be structured around a limited number of rubrics. However, they need to be easily recognisable and their titles need to clearly communicate their content. The reader should recognise at first sight what it is about: an interview, a poll, an opinion, a profile, etc.

The below list is provisional and could be changed on the instructions or approval of the Editorial Board during the execution of the contract. The editor is aware that the number of total pages is a multiplier of eight (8).

PAGE 1

Cover

The cover should show faces and/or movement and an image of ACP countries that demonstrates a true development (better new technologies than poverty).

Each region should be presented on the cover page either via a picture and/or a title.

The website should be indicated at the bottom of the page, as well as the base line “The bimonthly magazine of Africa-Caribbean-Pacific & European Union cooperation and relations” – “Le magazine bimestriel des relations et coopérations Afrique-Caraïbes-Pacifique & Union Européenne”

Cover page, topical, high quality photograph or picture and main headlines of the edition attract readers' interest from all EU and ACP regions.

PAGE 2

Inside Cover

Masthead, including all external contributors and a disclaimer from the European Commission and ACP Secretariat.

With a clear indication of who is doing what, contact details, and some key messages such as: “Read more : www.acp-eucourier.info”

PAGE 3

Editorial

Written by the editor-in-chief or by his deputy.

PAGES 4-5

Table of content – Sommaire

Emphasizing the key articles with illustrations and captions.

The table of content must be appealing and describe the main articles in order to attract readers' attention.

PAGES 6-7

On stage – En scène

This rubric provides the space for opinion pieces of one key ACP and one key EU personality on set issues. These two articles remain short (approx. 2500 characters including blank spaces each) to allow breathing on the page. There should be one quote in the middle of the page to pass the main message. Picture must be of a professional quality.

PAGES 8-9

These two pages encompass various smaller windows and are mainly dedicated to opinion pieces by readers

Your opinion – Votre opinion (two pages)

Readers' opinion pieces or personal experiences to stimulate the debate, at least initially the editorial team will have to proactively invite interesting stakeholders to provide opinion pieces.

The Number – Le Chiffre (column or text-box on page 8)

One main number in a box, with an explanation, such as: **25,000** tons of ... is the number of ... daily consumed in ACP countries.

Verbatim (column or text box on page 9)

One quote of significance for the EU-ACP relations by anyone

Your vote – Votre Vote (right column on page 9)

The result of a poll organised through the website on a topic that raises discussion e.g. for or against the use of Genetically Modified Organisms in agriculture?

PAGES 10-11

Profile - Profil (before *To the point - Sans détour*)

An interview of a prominent personality on topical issues in the domain of ACP-EU cooperation or development cooperation in general.

PAGES 12-17

Interaction - Interactions

Small articles, op-eds and news briefs on development cooperation with separate sections on

Page 12: EU and ACP

Page 13-14: Africa

Page 15: Caribbean

Page 16: Pacific

Pages 17: other donors and regional organisations: IMD, World Bank, OIF, Commonwealth, UN Agencies, G8, G20, G90, AU, EAC, ECOWAS, etc.

PAGES 18-25

Dossier

The dossier will contribute to the in-depth understanding of development issues and processes, and stimulate debate. The dossier can contain opposing views or articles on different approaches to solve the same development problem, in order to stimulate debate. A proposed list of dossiers to be covered will be drawn up at the beginning of each year of production by the Editorial Board.

The dossier is transversal, this means that it covers all ACP regions or at least main regional bodies. It compares data across borders and provides a wider perspective.

PAGES 26-31

Our Future – Notre Futur

Environment and development.

PAGES 32-33

Science and Research – Sciences et Recherche

Science, innovation and development of new techniques and tools implemented in ACP countries.

PAGES 34-39

Report - Reportage

Compared to the country reports of the previous Courier, the new reports on a chosen ACP country will aim at attracting both readers interested in the particular country and those who may not be, per se, interested in the country at first sight, but who can be attracted by reports and analysis on good practices and benchmarking with other countries. Reports will also include regional and international relations of the country under the spotlight.

A list of countries to be covered will be drawn up at the beginning of each year of production by the Editorial Board, in the form of proposals of ACP countries to be covered. Country reports embraces the thematic issues of relevance to ACP-EU partnership – poverty eradication, social, economic and cultural development, democracy, good governance, transparency, the rule of law, etc. and highlights the achievements and challenges facing the countries in question and EU contributions to their development process.

PAGES 40-41

Economy and Trade - Economie et Commerce

These two pages focus on the ACP-EU economic relations, finance, trade, and development.

PAGES 42-43

Civil Society move - La société civile en action

The floor is given to the main actors of the civil society through articles written by journalists of The Courier.

PAGES 44-49

Discovering Europe – Découvrir l'Europe

This part focuses on an EU region in order to prompt the curiosity of the ACP readers, and to build bridges between Europeans and ACP peoples. The regional dimension is important.

PAGES 50-53

Creation - Créations

New creations and trends in the fields of: theatre, cinema, fashion, books, and arts in ACP and EU countries.

The rubric also displays a list of book worth reading (each language version of the magazine should display its own books) with relevance for ACP-EU relations or development cooperation.

PAGE 54

Agenda

This rubric announces ACP-EU events and major development cooperation events in key capitals – including key festivals.

PAGE 55

Maps of ACP and EU (inside back-cover)

PAGE 56

Back cover

Picture related to the “Country Report” and “Dossier” with an explicit caption.

APPENDIX 8: PROPOSED NEW EDITORIAL GUIDELINES FOR “THE COURIER”

1. INTRODUCTION

The Courier is "the voice of the ACP-EU Partnership in political, economic and social cooperation". The ACP-EU Partnership was last renewed in the year 2000 with the signing of the Cotonou Partnership Agreement, and revised in 2005.

This Partnership is focused on poverty reduction, sustainable development and the objective of a progressive integration of the ACP States in the world economy.

According to Article 5 of the Cotonou Agreement, the role of the "ACP-EU Courier" is to increase the understanding of the ACP-EU Partnership, development policies and specific situations in the ACP States. It also aims to increase quality of information, awareness-raising, the sharing of experiences and good practices. In that context, the magazine is an essential information tool that specifically meets some of the objectives of the Cotonou Agreement and it represents an important example of cooperation between ACP and EU professionals.

The Courier benefits from a strong identity due to its long history. Readers frequently report that they have been reading The Courier since the period when they were young students. It is considered as a tool used for personal information as well as for advocacy.

The Courier is not a classical communication product nor an independent magazine as it is the voice of both the EC and the ACP. As a result, The Courier has to deal with many more different interests than other development magazines, which only address their own national constituencies.

The production team is therefore composed by independent journalists who operate according to the present editorial guidelines that provide plenty of space for creativity and independence of information.

The production team is accountable both to the Editorial Board and to their readers and should respect a number of key journalistic standards detailed in the present guidelines alongside other requirements specific to an institutional magazine like the ACP-EU Courier.

2. SOME GENERAL PRINCIPLES OF THE COURIER

The Courier's challenge is to catch attention through intelligent and original reporting. The Courier should be the place where people come to find the latest trends in the thinking regarding EU/ACP cooperation and development cooperation.

The Courier demonstrates a clear added value and it is different from other development magazines for the following reasons:

- it is a truly global magazine available in 126 countries on four continents,
- it addresses not only developmental issues but also larger themes,
- it displays those themes in an appealing way with pictures and colours,
- it is aimed at several specific target groups (from government officials to the general public),
- it serves as a bridge between institutions and civil society,
- it allows comparison and benchmarking between seven main regions of the world (4 regions

- in Africa, The Caribbean, The Pacific, and the European Union),
- it encompasses in-depth analyses on major themes significant for development,
 - it is also distributed by members of the civil society and therefore reaches remote areas,
 - it is free of charge;
 - the Courier's articles are meticulously researched and present the situation encountered in an accurate and well-balanced manner;
 - discipline of verification is essential;
 - the Courier seeks to report on development issues in a new and fresh manner, seeking out success-stories but also providing a forum for critical reporting and the presentation of various points of views;
 - the Courier aims to make what is significant to development interesting and relevant to the reader;
 - the Courier's team will perform its duties according to professional standards of journalism;
 - the Courier appears regularly and timely and the respect of deadlines is an utmost priority;

The Editorial Board or its representatives remain the decisive body on all planning and production of content. The Editorial Board is fully involved in the planning and preparation stages and gives its approval. When the Editorial Board deems it necessary to directly instruct production, these instructions have to be followed.

3. GUIDELINES FOR THE OUTLINE OF THE MAGAZINE AND THE WEBSITE

The Editorial Board proposes the following outline as a working base:

3.1 PRINTED EDITION

- The magazine comprises 56 pages;
- Each issue publishes an ACP and an EU Interview;
- The magazine focuses on in-depth analysis and confrontations of points of views rather than on news;
- Each issue publishes a Dossier and a Country Report. A link is made between the Country report and other ACP countries to improve transversal analysis. When focusing on a Dossier, the magazine illustrates it with examples from different countries, at least one per ACP region;
- The magazine proposes success stories and initiatives significant for local, national, and regional development;
- It also presents success stories on large, interregional and intercontinental initiatives like they are carried out, for example, under the intra-ACP programme. Facilities and Project Implementation Units set up in the framework of Intra-ACP cooperation should be used as sources of information on projects in all ACP regions and particularly in such domains with great relevance for the lives of people (e.g. environment, trade, agriculture, fisheries, mining, etc.);
- The magazine provides information on topics of general interest to development cooperation, an overview of the most important news, and important events, and it ensures their topical presentation and anticipation of new trends;

- A geographical balance of themes presented from the African, Caribbean and Pacific region is respected to ensure that readers from everywhere in the ACP region will find at least one article directly relevant to them in each edition of the Courier;
- Inside the section "Interaction", there is a permanent section "From Africa" (2 pages), "From the Caribbean" (1 page) and "From the Pacific" (1 page) with news briefs on regional projects;

3.2. WEBSITE AND WEB EDITION

- The website is regularly updated, at least once a week;
- It is structured into the same main rubrics as the print edition and has the same colour coding;
- There is a site-map and a search engine on the website;
- The home-page features teasers to a limited number of articles with "read more" buttons which link to the corresponding pages of the website to which the full article has been uploaded;
- Articles for the website are normally shorter than those for the printed edition;
- There is a resources site which offers data and statistics on EU-ACP development cooperation, i.e. EDF country allocations, EDF sectorial break-down, state of disbursements; timing for programming of the EDF and mid-term reviews, etc;
- Every two months, the total printed edition of the Courier is uploaded to the website as a PDF file;
- Regular polls are posted on different topics;
- Annual competitions are published on and facilitated through the website;
- The Web Editor ensures that the Courier website is well interlinked with other websites and meets all the necessary criteria to ensure that search engines find it quickly;
- There is a discussion forum, which theme changes every week and focuses on the week's newest article. This forum is animated by the Web-Editor;
- Debates are linked with e-marketing in social networks;
- There is a glossary with technical/difficult words and their acronyms;
- All EU Delegations are invited to post a link to The Courier website on their own sites;
- The Courier's website links to the delegation websites as well as important African, Caribbean, and Pacific institutions.

4. GUIDELINES FOR THE PRODUCTION

4.1. CONTENT

- Topics respect the following selection criteria: angle, interest for the reader and significance for development, ability to anticipate in accordance with the bi-monthly publication schedule, rooted

and cross-checked testimonials and statements; they are chosen in accordance with journalistic criteria first and avoid whenever possible a selection resulting from outside pressure or made by complacency;

- There is a focus on success stories nevertheless, these are presented critically and in a journalistic manner (where possible rotating case studies on the EU Delegations websites are used in the relevant rubric or to generate ideas for articles);

- Some articles focus on big themes and break them down in accordance to the countries or regions concerned. Information is consolidated by main sub-region. The topics are oriented to in-depth analysis and confrontations of points of views. Data is compared among sub-regions e.g. water issues;

- Regional bodies like UEMOA, Comesa, EAC or Caricom, etc. are emphasized in order to ensure that every edition contains issues of geographical relevance for all ACP countries;

- Renowned guest writers are regularly invited to publish articles in relevant sections;

- Local free-lance journalists regularly contribute to the relevant sections with stories from their country or region;

- The magazine offers space for reader's reactions, opinions and experiences and actively seeks such contributions;

- Cartoons, info-graphs or subtle caricatures illustrate the articles and reports;

All the articles are submitted in English to the Editorial Board. In normal time, the batches are sent over a period of three weeks. Every batch is composed of no more than 6 or 8 articles, depending on the length of the articles (8 for shorter articles, 6 for longer articles).
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4.2. WRITING STYLE

Writing follows rules that are well known by professional editors, who are the only ones entitled to write the articles or rewrite the articles provided by external contributors. However, as **non-professional editors will provide op-eds**, the editorial guidelines provide a number of general rules for clear writing.

General Principles of Journalistic writing:

- The language used in journalistic writing is explicit and precise. It conveys information in a clear and simple manner and can easily be understood by all readers, including those that may be less educated or belong to a different culture.
- Journalists write in factual style in the active voice. Journalists use concrete examples to illustrate their topics, and they avoid generalisation.
- Journalists avoid using words that have little meaning, are jargon, or are very technical. They also avoid acronyms. Journalists of the ACP-EU Courier may find that they exceptionally have to use an acronym. In this case the ACP-EU Courier places a text-box on the same page to explain the meaning of this acronym.
- Journalistic writing is structured according to the inverted pyramid; it places the important facts at the beginning and less important facts and details at the end of an article. By sequencing information in this way, journalists help their readers to optimise reading time. If a reader stops reading after the 1st paragraph of an article, he or she will still retain the essence of a story. Additional background information, further details or nuances, are presented to the most interested readers later in the article.
- All articles need to answer at least six questions, the *5W+1H* (what, who, where, when, why and how). The inverted pyramid principle requires that at a good part of these questions are answered by the first two sentences of the article.
- Quotes are an essential stylistic element in every article – they increase credibility and make for more enjoyable reading. Journalists use quotes to illustrate the facts presented in an article, they do not quote for information that can be better explained in the journalists own words.
- Topics are raised through an original and topical approach, the angle. Different types of articles are well separated and easily recognisable as news-articles, features, opinion pieces, commentaries, and others.

A check-list for the quality-control of ACP-EU Courier articles by their authors and editors:

1. Is the information presented accurate – facts need to have been cross checked?
2. Is the article as brief and concise as possible or are there elements that still need shortening or simplification?
3. Are the information in the article clear, or are there some parts, which a reader may not easily be able to understand?
4. Is the article specific or does it remain very general?
5. Does the article get to the point in the first paragraph?
6. Are all structural elements of the article in a logical order?
7. Are all quotes well chosen and accurate?
8. Are all verbs used in active voice?

9. Are grammar and spelling correct?
10. Does the article answer the 5W+1H / all the questions?

4.3. LAY-OUT

About the editorial team's responsibilities:

- The Editorial Assistant under the responsibility of the Editor in Chief ensures consistency between headlines, sub-heads, captions, inter-titles, pull-outs, and call-outs;
- Word-counts are respected by the Editorial Team;
- The Editor in Chief ensures that the Editorial Board abides by word counts in order to respect lay-out requirements.

On the readability:

- White space allows breathing, mainly on top of pages;
- Cartoons, info-graphs or some fine caricatures illustrate the articles and reports.
- Headlines and subheadings remain short in all languages. Maximum 6-8 words for the headlines and three-five lines for the subheadings;
- Paragraphs are limited to 10-12 lines maximum;
- A mix of column width is ensured according to the different sections of the magazine, e.g. a majority of articles on three columns and the news briefs on four columns;
- Several story entry points are spread in different places around the article: headline, teaser, intertitles, pull-outs, call-outs, photo captions, info graphs - ideally, readers should catch the quintessence of the message through those items, even if they do not read the body article;
- Visible (large) headings for rubrics help the reader to navigate easily inside the magazine; it is also possible to display vertically titles of rubrics in the margins of some pages;
- About the cover picture. Either it is topical and conveys a message/meaning or, at least, it shows people at work or pursuing an activity in order to display humanism and dynamism;
- A strong table of contents is presented in the starting pages with a structure and explanation of feature and main articles. It must provide sufficient information to raise interest in the featured articles;
- Presence of the three main regions A-C-P is ensured on the cover page through a picture or/and an eye-catching headline;
- The back cover is used for an illustration relating to the dossier with a caption;
- Establish a hierarchy of headlines: headlines within one group of articles are smaller than the overall headline of the group of articles or the dossier.

On the font:

- The font size and spacing between letters avoids eye fatigue and is consistent through the magazine;
- Only the news brief section may have smaller character sizes;

On the colours:

- There is a colour code (one colour per section) and it is made obvious, notably in the table of contents;
- Black-coloured scripts are printed on lighter colours to ensure readability.

APPENDIX 9: PROPOSED NEW JOB DESCRIPTIONS OF “THE COURIER”

1. Full-time Project Manager

Responsibilities

The Project Manager will be in charge of the overall project management in interaction with the EU (DG Dev) and ACP representatives.

His/her function encompasses the following responsibilities:

- Overall management and coordination of the project: liaising with the client and animation of the team;
- Oversee production of the publication: coordinate and monitor set up and follow-up of a publishing schedule for briefing, editorial, production, translation, on-line production, printing, distribution, and public relations;
- Following specific client needs and outcomes of the Editorial Board meeting and direct the team accordingly;
- Monitoring all respective deadlines for the above;
- Project administration including budget and budget follow-up;
- Marketing and PR coordination;
- Annual and quarterly reports;
- Contacting service suppliers and ensuring overall quality of delivery (proofreading, translation, photo agencies, printers and suppliers in the distribution chain);
- Organising the staff tasks and how these can be reallocated;
- Ensure overall quality of the magazine including the output of all subcontractors (supplies, printers, translators);
- Coordinate with web department (ensure the development and maintenance of the website according to TOR);
- Coordination of annual survey and corrective measures;
- Smoothing over the problems within the Editorial Team e.g. daily conversations, coaching and support to the editors.

Qualifications and skills required

- University Degree in International Relations, Communication, Applied Economics, Law, or similar;
- Sound knowledge of Production Management/Publishing is a requirement;
- Fluency in English and French;
- Knowledge of Spanish and/or Portuguese will be an asset.

General professional experience

Minimum fifteen years experience of project management or production management of printed and on-line publications.

Specific professional experience

- Thorough knowledge of standard publishing practices;
- Proven experience in managing the production of multilingual publications and websites;
- Strong management experience in leading different project teams and setting up processes and procedures for all project phases;
- Experience in communication strategies and especially targeted distribution strategies;
- Proven experience in international matters.

2. Full-time Editor-in-chief

Responsibilities

- Provide editorial oversight of the magazine and ensure physical presence in Brussels;
- Implement editorial policies in coordination with the Editorial Board;
- Prepare editorial calendar with an overview of themes and topics to come;
- Build a network of quality journalists and writers and insure commissioning of articles and coordination of contributions;
- Stimulate the cascading up/down of the information, and ability to anticipate features;
- Manage timely, rigorous and constructive peer-review of articles by the Editorial Board;
- Control the overall production in order to respect the deadlines in cooperation with the editorial assistant;
- Ensure balanced content according to large audiences;
- Check consistency and coherence of articles, delivered by various journalists;
- Encourage appropriate revision of articles and accept only high quality papers that are high impact and/or contribute new and important information to the field;
- Deliver sufficient articles to fill issues and maintain publication schedules;
- Prepare the outline of the magazine for lay out (chemin de fer);
- Coordinate with the graphic studio – monitor the quality of the lay-out including pertinence and quality of pictures, and readability;
- Provide advice to the Editorial Board on trends in development research, scholarly publishing needs, and promotional opportunities to aid in development of annual publishing and marketing plans;
- Generate corrective actions in editorial matters according to readers' surveys results;
- Regularly revamp the magazine to create dynamism (at least every two years);
- Raise the reputation and profile of the magazine through media relations – ensure a true presence in local newspapers, magazine and other audio or TV media;
- Represent The Courier to the ACP-EU community at national and international conferences;
- Travel on site for PR activities.

Qualifications and skills required

- Journalist with an advanced university or similar degree in Journalism, Social sciences, International Relations or Development related scientific fields;
- Good overview of development issues, with a good political overview on EU relationships with other parts of the world;
- Ability to write appealing and streamlined editorials and launch new ideas;
- Real team builder and strong leadership competencies in intercultural sphere;
- Ability to work under pressure and with multiple stakeholders;
- Good team motivator;
- High sensitivity to PR, ability to speak in public;
- Able to check that all the elements for a debate are well-balanced and presented in a fair and positive way;
- Proven knowledge of new ICT's and mastery of information technology tools is an asset;
- Fluent in English and French;
- Knowledge of Spanish and/or Portuguese will be an asset.

General professional experience

Solid experience in journalism: minimum 15 years of relevant of experience as a journalist of which

five years of experience as an editor in a national or international media focused on development.

Specific professional experience

- Thorough knowledge of matters relating to development and communication, as well as related field experience;
- Proven experience in international matters;
- Ability to work in a multicultural environment;
- Sound knowledge and experience of the ACP-EU cooperation system;
- Ability to evaluate the quality of a lay-out, including quality and pertinence of pictures, and good knowledge of the reading mechanisms (check readability).

3. Full-time deputy editor/journalist

Responsibilities

- Giving direction to the team in the absence of the Editor in Chief;
- Prepare and implement production of magazine in a timely way in coordination with the Editor in chief, the in-house journalists and the freelance reporters, the translation, photo agencies and graphic designers;
- Assist the Editor in chief in the following tasks:
 - o Stimulate the cascading up/down of the information, and ability to anticipate features
 - o Manage timely, rigorous and constructive peer-review of articles by the Editorial Board
 - o Control the overall production in order to respect the deadlines in cooperation with the editorial assistant
 - o Ensure balanced content according to large audiences
 - o Encourage appropriate revision of articles and accept only high quality papers that are high impact and/or contribute new and important information to the field
 - o Deliver sufficient articles to fill issues and maintain publication schedules
 - o Coordination with the graphic studio – monitor the quality of the lay-out including pertinence and quality of pictures, and readability
 - o Generate corrective actions according to readers' surveys results
- Write own articles on various topics;
- Guide, motivate and supervise local stringers;
- Travel on site;

Qualifications and skills required

- Journalist with an advanced university or similar degree in Journalism, Social sciences, International Relations or Development related scientific fields;
- Good overview of development issues, with a good political overview on EU relationships with the rest of the world;
- Ability to come up with new stories and ideas for analysis;
- Ability to work under pressure and with multiple stakeholders;
- Good team motivator;
- Proven knowledge of new ICT's and mastery of information technology tools is an asset;
- Fluent in English and French;
- Knowledge of Spanish and/or Portuguese will be an asset.

General professional experience

Solid experience in journalism: minimum ten years of relevant experience as a journalist of which five in a national or international media focused on development.

Specific professional experience

- Good knowledge of matters relating to development and communication, as well as related field experience;
- Proven experience in international matters;
- Ability to work in a multicultural institution;
- Basic knowledge and experience of the ACP-EU cooperation system.

4. Two Full-time Journalists (one French speaking + one English speaking)

Responsibilities

- Write exclusive news reports and stories to feed the web and print editions;
- Attend a number of external meetings that enlarge general knowledge or that contribute to the article;
- Cover development issues;
- Specialize on specific themes and regions;
- Make country reports and, whenever necessary, travel on site;
- Make several types of articles, from longer articles to newsbriefs;
- Guide, motivate and supervise local stringers.

Qualifications and skills required

- Journalist with a university or similar degree in Journalism, Social Sciences, International Relations or Development related fields;
- Ability to report general development related news stories both independently and together with a team that includes correspondents in different ACP and EU countries;
- Talented to track the adequate interviewee and ask pertinent questions whatever the issue is;
- Superior news judgment;
- Excellent writing skills;
- Ability to work under pressure, to meet deadlines and to prioritize;
- Be driven by the desire to be innovative and quickly establish a solid contact base with local correspondents (stringers and members of NGOs that are part of the distribution network);
- Have a can-do attitude and be a fast learner;
- Ready to travel one week every other month;
- Mother tongue either in French or English. Mastery of the other language will be considered a distinct advantage;

General professional experience

- Experience in covering development issues – at least five years of writing skills, possibly for an international daily or magazine;
- Extensive experience in several roles at a national news organization.

Specific professional experience

- Qualifications in international politics/economics are an advantage;
- Experience in managing staff.

5. Full-time Web Editor

Responsibilities

- Maintain, update outdated info and improve the editorial quality of the website including search of pictures;
- Edit and upload news items in 4 languages, also provided by journalists (at least 8 monthly news items in various languages);
- Check Courier's website in case of any problem;
- Promote the website through Wikipedia, Facebook and other internet related tools;
- Raise awareness to the magazine and make the database for on-line readers demand driven;
- Select and contact relevant websites requesting to make a link to Courier;
- Check the CMS for new subscription to e-alert, distribution requests and follow up correspondence;
- Update events calendar on the website;
- Maintain a blog;
- Update link section;
- Edit and send e-alert to subscribers once the upload is finished;
- Edit and send distribution alert advising subscribers of hard copies that distribution is underway;
- Provide ideas for website improvement.

Qualifications and skills required

- Journalist with a university or similar degree in Journalism, Social Sciences, International Relations or Developmental related fields;
- Training in new ICTs and sound knowledge of information technology tools;
- Fluent in English or French and very good knowledge of the other language;
- Knowledge of Spanish and/or Portuguese will be an asset.

General professional experience

Minimum five years of experience as a journalist, including three years as a webmaster in a national or international media, with an interest in developing countries, in particular the ACP

Specific professional experience

- Thorough knowledge of ICT, in particular web publishing tools;
- Field experience would be an asset;
- Proven experience in international matters;
- Ability to work in a multicultural institution;
- Sound knowledge and experience of the ACP-EU cooperation system.

6. Full-time distribution and on-site marketing manager

Responsibilities

In distribution:

- Establish a long-term strategy to distribute the 80.000 hard copies in all EU and ACP countries, taking into account target audience and geographical spread;
- Maintain and update the contact list of local distributor partners and subscribers;
- Make agreements and coordinate with local distributors (NGOs, members of the civil society, governmental bodies, etc.) to enhance local impact;
- Liaise with subscribers;
- Liaise with the distribution company wherever needed;
- Prepare and send the mailing list to the distribution subcontractor for each issue;
- Coordination of printer and distribution company;
- Maintain and update the e-alert database together with the webmaster;
- Collect statistics after each issue and report to project manager (for quarterly report);
- Regularly monitor proper arrival of magazine at destination;
- Prepare and send the mailing list to the distribution subcontractor for each issue;
- Report distribution problems requiring management intervention.

In marketing:

- Contact EU and ACP main event managers, asking them to include magazine in delegate packs;
- Send The Courier boxes to selected events and keep track of these activities;
- Negotiate media partnership with organisers of main events;
- Ask publication of The Courier banner in those events website (f.i. European Dev days);
- Search new contacts for database;
- Update leaflet of The Courier;
- Liaise with the webmaster for the webmarketing tools;
- Keep a list with testimonials and reader's feedback.

Qualifications and skills required

- University or similar degree in Marketing, Applied economics or Communication;
- Able to work in a multicultural environment;
- Good negotiator – able to work under stress;
- Ready to travel.

General professional experience

- Work experience in a communication or media agency, for at least five years;
- Fluent in French and English.

Specific professional experience

Proven ability to work in different cultural environment.

7. Full-time Editorial Assistant

Responsibilities

- Assist the editorial team in the planning and the production of the magazine;
- Plan and coordinate the editing, translation and proofreading services, in liaison with the Editorial Board;
- Schedule upcoming issues;
- Liaise and coordinate with external writers and photographers;
- Collect pictures and research/purchase missing pictures through photos agencies;
- Write photo captions, intertitles and other streamers that multiply reading entries;
- Check the consistency of style and lay-out throughout the magazine;
- Supervise layout activities for all versions;
- Liaise with the printer;
- Liaise with graphic designers;
- Follow-up of e-mails: readers, subscriptions, enquiries, announcements, etc.;
- General administrative tasks.

Qualifications and skills required

- Assistant with a university or similar degree;
- Ability to work under pressure and with multiple stakeholders;
- Fluency in both English and French;
- Knowledge of Spanish and Portuguese is an asset.

General professional experience

Minimum five years of experience as an editorial assistant.

Specific professional experience

- Good knowledge of international institutions as well as operational projects;
- Proven editorial skills for a magazine;
- Coordination and secretarial skills.

APPENDIX 10: COMMENTS FROM THE CONTRACTOR

Hereunder are listed some ideas on how to promote the magazine at three levels and by three key actors:

1. About the content

1.1. Objectives:

- Extend and enhance the magazine visibility in the media in Europe as well as in the ACP countries;
- Become a reference on all matters related to development for TV, radios and the written media;
- Increase the quotes and retakings of stories from the magazine.

1.2. Tools:

To spread by email the major items included in the new issue to major dailies and magazines encompassed on a mailing list.

In order to reach the maximum number of stakeholders in the most efficient and quick manner, we suggest that an email in HTML is sent to the whole address list highlighting the main three items of the newly published issue:

1. the key interview
2. the country report
3. the dossier

The message should be very short and a light version of the link to the front page of the website should be attached.

How to build the address list:

The list should include the main functions of dailies, weeklies and monthlies radios and TV channels in both EU and ACP countries, e. g. the editor-in-chief, the deputy editor and one or two mains journalists interested by development and/or economic issues.

Special attention should be given to the EU correspondents based in Brussels. The EC press service could help by giving the list of the accredited journalists.

The team could ask the EU Delegations to share their press list in each ACP country.

As for the country report, the message could be sent to the press attaché of the EU Delegation who will forward.

Also, The Courier should negotiate agreements with newspapers (like “The East African” in Nairobi) or press agencies and radios like IRIN (Integrated Regional Information Network, an humanitarian press agency run by the UN) for mutual exchanges.

Finally, The Courier could publish quiz, offer gifts (free entrance for a film festival, e.g.) or insert supplements (like a poster of the EU and ACP countries).

1.3. Owner of the project:

The editor-in-chief or his deputy.

2. Through the website

2.1. Objectives:

- Raise awareness to the magazine through the internet;
- Promote the website through Wikipedia, Facebook and other internet related tools including a e-newsletter;
- Make the database available for on-line readers demand driven.

2.2. Tools:

A monthly e-newsletter with fresh topics is sent to all subscribers. A good example is the newsletter recently sent by SOS Faim (**see hereunder**).

Relevant websites requesting to make a link to The Courier should be selected and contacted.

The CMS should be well-maintained in order to track new subscriptions, distribution requests and generate e-alerts and correspondence follow up.

Events calendar is regularly updated on the website. The same applies for the link section.

A list with testimonials and reader's feedback is kept.

The website should refer to blogs nurtured by in-house or free-lance journalists.

An e-alert is edited and sent to subscribers as soon as the upload of the issue of the magazine or new articles is finished.

An e-alert is also edited with key articles and sent to subscribers and distributors to advise that distribution of hard copies is underway.

2.3. Owner of the project:

The web editor

3. Specific marketing tools for events in ACP and EU countries

3.1. Objectives:

- Negotiate media partnership with organisers of main events;
- Search new contacts for database;
- Ask publication of The Courier banner in those events website (f.i. European Dev days, book fairs, main events in universities, NGO fairs, etc).

3.2. Tools:

Hard copies of The Courier are sent to selected events with forms for subscription. These activities are tracked and placed in a database.

EU and ACP main event managers are contacted and asked to include the magazine in delegate packs. A special attention is given to all events around May 9th in different ACP and EU countries.

A network of contacts is created in the civil society (development NGOs e.g.) in order for the magazine to be presented at their events.

A leaflet of The Courier should be created and regularly updated.

3.3. Owner of the project:

The distribution and the marketing manager. They are working in liaison with the webmaster for the web marketing tools.

De : info.be@sosfaim.org

Date : 21/05/2010 14:24:29

A :

Sujet : Newsletter SOS Faim : Découvrez notre nouveau site internet !

SOS
FAIM



AGIR AVEC
LE SUD

Belgique

Newsletter n°1 - 21 mai 2010

Sommaire :

- A l'occasion du lancement de notre nouveau site, participez à un concours et gagnez une place pour le festival de films AlimenTerre
- Créez votre profil SOS Faim
- Défis Sud n°94 : L'Europe avec ou sans les paysans du Sud ?
- Dajaloo : Stop au gaspillage !
- Les rendez-vous de la mobilisation estivale



A l'occasion du lancement de notre nouveau site, participez à un concours et gagnez une place pour le festival de films AlimenTerre

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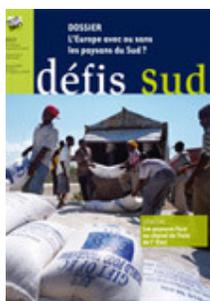
Les 5 premières personnes qui répondront correctement aux questions suivantes gagneront une entrée au festival de films AlimenTerre, un festival qui se déroule du 14 au 16 octobre 2010 au Botanique, à Bruxelles.



Créez votre profil SOS Faim

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Nous avons relié notre base de données à notre site internet afin que vous puissiez gérer vos abonnements à nos publications et votre engagement à nos côtés à tout moment. Pour cela, il vous suffit simplement de créer « votre profil SOS Faim » avec un mot de passe. Vous aurez alors accès de manière confidentielle à vos données et pourrez les modifier à votre guise.



Défis Sud n°94 : L'Europe avec ou sans les paysans du Sud ?

2010512010

Début avril 2010, la Commission européenne a présenté une nouvelle communication sur la sécurité alimentaire dans les pays en voie de développement. Cette communication reconnaît le rôle de la petite agriculture et des organisations paysannes. Oui mais...

