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A. EXECUTIVE SUMMARY

There is an established theoretical approach towards investigative journalism, called the “[hypothesis-based inquiry](#)”. Not mentioning the fortuitous name coincidence, Hypothes.is seems the right technical solution to support this approach in the space of investigative collaborations.

Outreach goal: Accelerate the widespread deployment of digital annotation in the investigative collaborations space and get funding to support (a) the incubation of new technology and bring enhancements to the annotation service layer and (b) the deployment of annotation with myriad partners as a way to illustrate use cases in the investigative journalism space.

Outreach target vertical: Investigative Collaborations

Main focus: Investigative journalism

Sub focus: Other actors involved in the Public Integrity domain

Investigative journalism has been on the cutting edge of innovation in journalism for the last 15 years, from an organizational standpoint (off stream networks, collaborations etc), as well as from a technological point of view (digital tools, access to data sets, sharing, security, story telling etc.). Investigative collaborations should be regarded as a way to draw attention to the European public on broader topics.

Actors: investigative journalists, journalistic networks, activists, NGO's, organizations promoting public integrity and transparency

Outreach target market: Europe

Investigative networks and collaborative data driven journalism took off in the past years in Europe with initiatives such as Scoop¹, JournalismFund², WikiLeaks³, OffshoreLeaks⁴, SwissLeaks⁵, SnowdenLeaks⁶. Mainstream media, freelance journalists and NGO's are slowly moving towards a more collaborative model, not relying only on the old 'exclusivity' paradigm. Focusing on bringing multiple perspectives to the table, rather than exclusivity achieves a stronger impact.

Strength and Opportunity

Investigative collaborations are becoming a [mainstream practice](#) worldwide. In Europe this trend is even broader as more and more traditional media starts to adopt the 'investigative network' approach ([LENA](#)).

Europe is a great test-bed because of the multi-lingual landscape as well as very different political and socio-technical realities, pushed into one compact geographical space. Given Europe's multi-lingual character, collaborations often entail translating from and into different languages. Annotating and translating key sections on the spot could increase efficiencies.

Trough it's work within the W3C Web Annotation Working Group, Hypothes.is is acquiescing to the standardization of the open annotation data model, thus product implementations in Europe and worldwide are part of this vision.

1 <http://i-scoop.org/scoop/> - first investigative journalism collaboration in Europe

2 <http://journalismfund.eu/> - supports journalists who have good ideas for quality in-depth and cross-border research

3 <https://wikileaks.org/> - Multi-national media organization with world wide collaborators

4 <http://offshoreleaks.icij.org/> - Even though ICIJ was founded by an American, and based in the US, the largest part of the project was driven from Europe

5 <http://www.icij.org/project/swiss-leaks> - Even though ICIJ was founded by an American, and based in the US, the largest chunk of the project was driven from Europe

6 SnowdenLeaks – Even if it originated in the US, the largest publisher of leaked documents was theguardian.com

Main use cases

Hypothes.is in the service of journalism through private annotations

Investigative Collaborations often rely on proprietary tools, or tools that were not designed with real use cases in mind.

Investigative networks, journalists, NGO's and legacy media often deal with public or private DB's for research and discovery purposes. Very little information from the actual journalistic research process is recorded. A big chunk of the documentation work remains buried in the journalist's personal archive. Hypothes.is could fill the gap by allowing collaborative groups to interact with the different types of information in a meaningful and secure way.

Hypothes.is in the service of journalism through public annotations

Watchdogs, NGO's, journalists, who publish and/or monitor news feeds on different topics would highly benefit from annotations to exchange knowledge, cross check facts and enrich contexts. *Journalists, researchers* can make annotations on different topics and bring them via Hypothes.is into the foreground. This open conversation framework is a good monitoring and marketing tool for them, positioning them as first discoverers of certain information and making it easy to bookmark, fact check and cross-connect information with articles or ongoing projects/research.

Funding ecosystem: The EU funding landscape differs from US – as it is more competitive and bureaucratic (public call system). The main source of funding stems from the EC - national or EU public money (rather than private funding coming from wealthy foundations | individuals). There are a couple of private funding bodies, but not as widespread and generous as in the US⁷.

Partnerships : When applying for EU funding, it is advisable to have some key partnerships in place with European journalistic groups and organizations. Some of these partnerships are for visibility and to obtain vertical specific use cases and other partnerships are for funding (or both).

Conclusion: There are three significant end goals here: (a) build partnerships with key groups and organizations (b) build a consortium for integrating Hypothes.is into investigative collaborative processes (c) access different categories of funding jointly with these partners for integrating Hypothes.is as a standalone product or bundled with other investigative tools.

7 <http://mediashift.org/idealab/2013/02/how-omidyar-network-could-boost-online-investigative-journalism032/>

B. OUTREACH PHASES & TIMELINE

Year 1

The modules below can be reprioritized based on our mutual understanding

The modules below are explained in detail during the 'Partnerships' section of this document

Orange = milestones

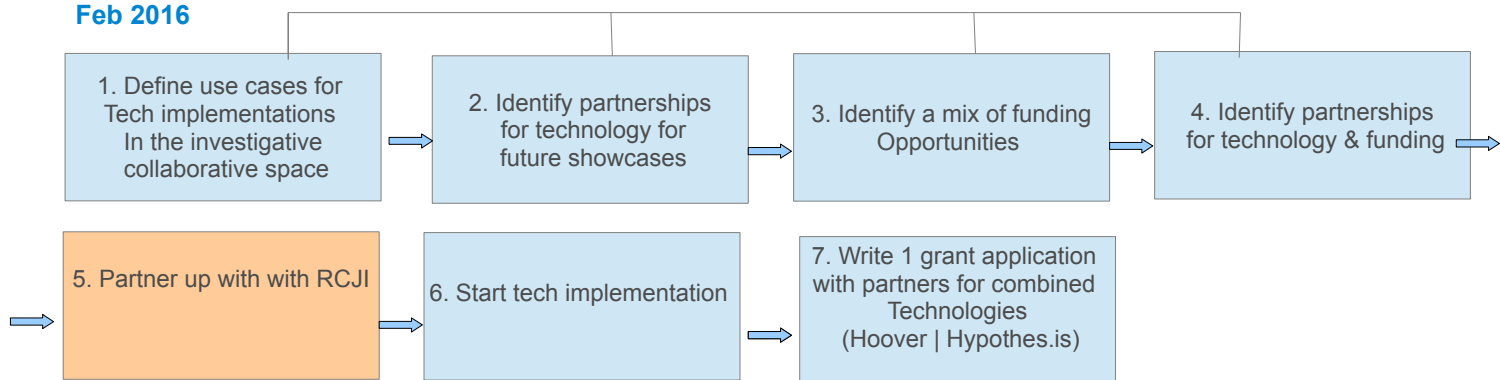
'Consortium' = should be read as a coalition for funding

'Alliance' = should be read as a coalition for market visibility & vertical specific use cases

Phase 0

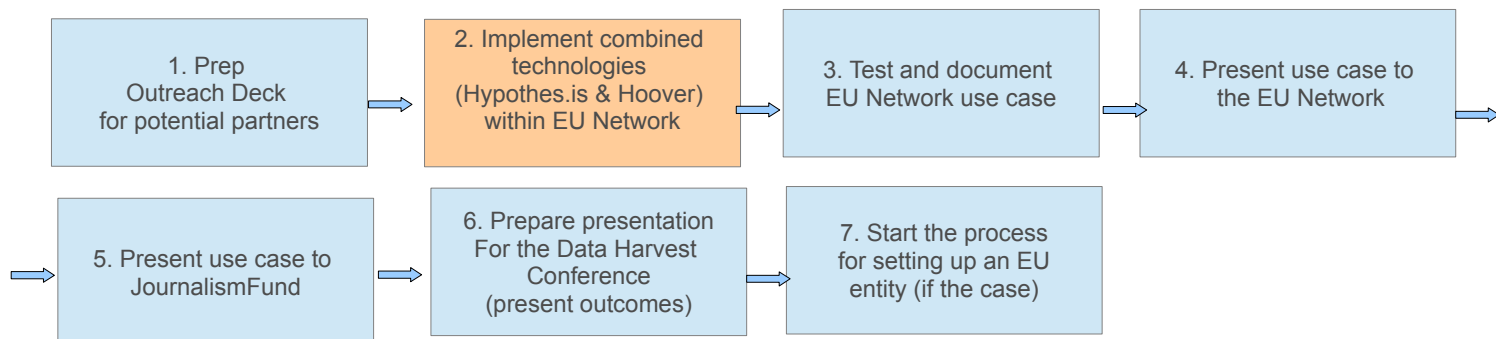
Feb 2016

Outreach Strategy Document



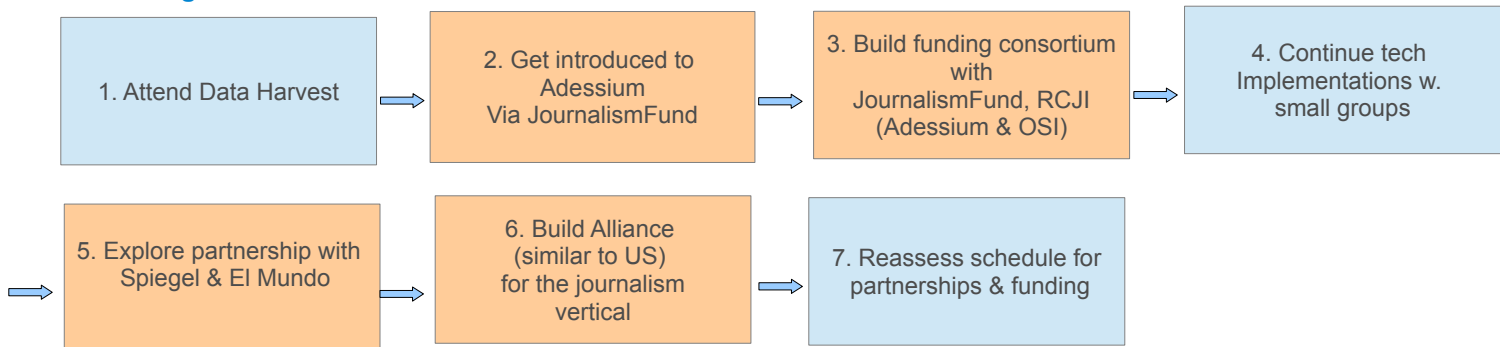
Phase 1

Mar – May 2016



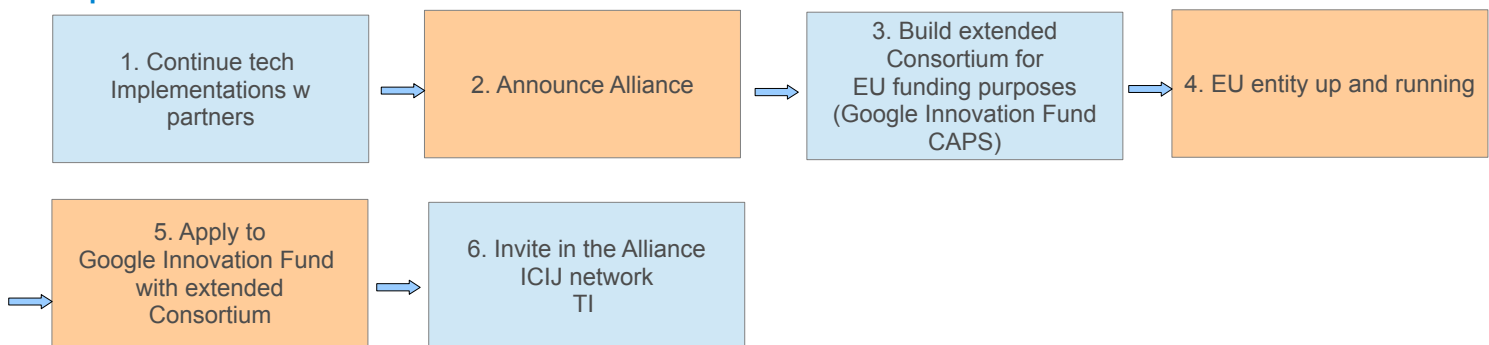
Phase 2

June- Aug 2016



Phase 3

Sep – Dec 2016



Y2.

- Apply to [CAPS](#) with extended Consortium
- Continue tech implementations with partners (large and small)
- Be present at biggest industry conferences ([GIJC](#), [DH](#), [NICAR](#))
- Expand outreach to other Public Integrity vertical (Activism, Hackers, Open Data)

Y3.

- Position Hypothes.is as a standard tool for investigative journalism and public integrity projects
- Draft a sustainability strategy for Hypothes.is; identify possible commercial revenue streams (e.g. a mix of B2B SaaS revenue and B2C subscription revenue from premium features)

C. IDENTIFY STAKEHOLDERS & USE CASES

A. GROUPS

There are a growing number of formal or informal groups which have at core to develop communities of media innovators, and change the perspective on how relevant information is gathered and disseminated. Their main approach is an interdisciplinary collaborative process, that brings multiple perspectives to the table. Usually these groups have a lateral hierarchy and are connecting existing networks of specialists, investigative journalists, coders, designers, activists and legal experts, around very specific topics. They employ the philosophy of doing and they are usually advocating for free software solutions. *These could be meaningful Alliance partners (e.g. visibility and use cases).*

There are several categories of active groups, that could benefit from the Hypothes.is technology (more details within the 'Use-cases' section). Examples are provided for each category. Each category starts with the groups that are within our reach. I will also list similar initiatives, should you choose to go after other groups.

a) Collaborative Groups at the intersection of journalism, activism, coding, design

1. The Sponge Media Lab (<http://thesponge.eu/>)
2. Geo-spatial (<http://geo-spatial.org/>) - promoting open source programs with focus on open maps.
3. ActiveWatch (<http://www.activewatch.ro/>) - Watchdog, advocating for freedom of expression and freedom of the press
4. Association for Internet and Technology (<https://www.apiti.ro>) – digital rights
5. RosEdu (www.rosedu.org) - open source in computer science education
6. Journalism++ <http://www.jplusplus.org/en/>
7. M-ITI Laboratory - http://erachair.m-iti.org/?page_id=601
8. Newcastle Laboratory: <https://openlab.ncl.ac.uk/>
9. WiFi Mashup Group: <http://mazizone.eu/>
10. Snowden Archive: <https://snowdenarchive.cjfe.org/greenstone/cgi-bin/library.cgi>

b) Investigative Journalism Groups

1. RCJI is part of different reputable formal networks such as JournalismFund & GIJN.org & ICIJ.org and is also steering the creation of a new European Network
2. Global Journalistic Network- <http://gijn.org/member>
3. <http://inn.org/members>

c) Investigative Journalism at the University level

1. American University – Investigative Workshop (Charles Lewis)
2. Berkeley Investigative Reporting Program (Lowell Bergman)

d.) Open Data & Public Integrity groups

1. Romania <http://www.funkycitizens.org/>
2. Georgia <http://www.jumpstart.ge/en/who-we-are/about-us>
3. ODI <http://opendata.institute/>
4. Global Integrity <https://www.globalintegrity.org/>

e.) Groups around DB's

Journalists from around the world are searching open databases for company records etc, using the obtained data points as a foundation for their articles or for their back stories.

1. Public data, opened & maintained by others <https://opencorporates.com/> and <http://opengazettes.com/>
2. Leaked data sets <http://offshoreleaks.icij.org/> and <https://search.wikileaks.org/advanced>
3. Public data maintained by gov http://www.orsr.sk/search_subjekt.asp?lan=en (Slovak register for commerce) or <http://portal.just.ro/SitePages/acasa.aspx> (Romanian Court Portal)

B. HIGH PROFILE ORGANIZATIONS

Some of the organizations identified here are already described within the 'Partnerships' section. Some of these are great candidates for a Consortium (e.g. funding, sharing resources) approach.

1. [JournalismFund](#) (more details within the 'Partnerships' section) – potential Consortium partner
2. [Transparency International](#) – potential Consortium partner
3. [ICIJ](#) (more details within the 'Partnerships' section) – potential Alliance partner
4. [Reporters without Borders](#) - potential Alliance partner
5. [Center for Public integrity](#) - potential Alliance partner

C. USE CASES

There is an established theoretical approach towards investigative journalism, called the “[hypothesis-based inquiry](#)”. This investigative journalism methodology manual was published with the aid of UNESCO and translated into several languages.

It is called **hypothesis-based inquiry**, because the process begins with the journalist formulating the story he hopes to write as a hypothesis that will be verified or disproved.

Here is how this integrated process could be enacted using Hypothes.is web annotations:

- Digital annotations aid the journalist to analyze a hypothetical story by allowing him to easily tag, comment and cross-link relevant web content and create a repository of relevant annotations.
- The editor or publisher can more easily assess the feasibility, credibility and progress of the investigative project, by consulting in real time the annotations linked to a hypothetical story.
- As research progresses, the reporter or investigative team will be organizing their material for composition, and composing specific parts of the final story – by utilizing annotations; this facilitates quality control and accountability, enables closer insight into whether the story meets legal and ethical criteria.
- At the end of the process, the result will be a story that can be promoted, defended and remembered, allowing the public to view the path to the truth and to also add their bits of knowledge.

1. Tool for Collaborative Investigations

Regardless of the environment (web based information or data living behind a fire wall), Hypothes.is is in the service of journalism or any research/investigative collaborative project, by allowing users to collaborate openly and efficiently via private or public digital annotations.

Hypothes.is is in the service of journalism through **private** annotations [with the option to become **public** once the story/project is published]. Investigative Collaborations often rely on proprietary tools (that are expensive), or tools that were not designed with real use cases in mind. Investigative networks, journalists, NGO's and legacy media often deal with public or private DB's for research and discovery purposes. Very little information from the actual journalistic research process is recorded. A big chunk of the documentation work remains buried in the journalist's personal archive.

Journalists from around the world are using open databases on company information, using obtained data in articles or for background. If a journalist / researcher can mark entities (companies, shareholders, addresses) and link that to a specific investigation or article, that will secure future collaboration and knowledge sharing when that specific company will show-up in someone else's research. Such open data bases are professionally curated and thus improved by specialized groups. Hypothes.is could support such initiatives by allowing these groups to organize and centralize comments around these databases.

2. Tool for making information in foreign languages accessible

Europe is a great test-bed because of the multilingual landscape as well as very different political and socio-technical realities, pushed into one compact geographical space (think Western Europe, new EU members from the former communist block, black sea countries either post-soviet union or conflict area like Turkey/Syria). Given Europe is a multilingual space, collaborations often entail translating from and into different languages. Annotating and translating key sections on the spot could increase efficiencies. (H. could aid with translating on the fly and making a short recap for documentation in foreign languages).

3. Media monitoring for accuracy and knowledge sharing through public annotations

Watchdogs, NGO's and journalists, who publish and monitor news feeds on different topics would highly benefit from annotations to exchange knowledge, cross check facts and enrich contexts. Journalists, researchers can make annotations on different topics and bring them via Hypothes.is into the foreground. This open conversation framework is a good monitoring and marketing tool for them, positioning them as first discoverers of certain information and making it easy to bookmark, fact check and cross-connect information with articles or ongoing projects/research. This will provide readers with credibility ratings for a broad range of news articles.

4. Annotations embedded in content sites and DB's (not as a layer)

4.1. Annotations can be a great content enrichment tool (e.g. have the content owner embed content from Annotations into the main article by highlighting| tagging a word or paragraph. When mousing over a specific word, a text box with the Annotation appears; like a tool tip).

4.2. Pull content from annotations into online DB's (like offshore datasets <http://offshoreleaks.icij.org/> or international companies:<https://opencorporates.com/> or local structured DB's ex ownership of media <http://mediaindex.ro/>)

4.3. Enrich digital maps via geo-annotations (coordinates, text based annotations)

The investigative journalism / collaborations vertical in Europe is made of groups and individuals highly aware of privacy, secrecy, surveillance issues, both corporate and govt. Ideally, these user groups should be able to run their own annotation servers, should be able to be signed into and write to different annotation servers without logging out and back in, read from multiple backends at the same time.

5. Training tool

Some organizations turn their investigative process into a training exercise by creating a tips and tricks sheet, showcasing the steps, processes & data-sets that were used to compile an investigative article (e.g. <http://ire.org/resource-center/tipsheets/>). Later research done by other groups will also benefit from the extra layer of context that the digital annotations are bringing to this type of journalistic projects.

Hypothes.is can bridge the gap by allowing collaborative groups to interact with the different types of information in a meaningful and secure way.

D. PARTNERSHIPS

Forging partnerships with groups and key organizations and networks in the journalistic field allows Hypothes.is to diversify its portfolio, by expanding the technology to the collaborative investigative space, and gives H. access to the European local markets, increasing the chance to access European based funds.

We'll explore two main categories of partnerships:

Partnership for funding and sharing resources (= Consortium)

Partnership for marketing and extracting use cases (= Alliance)

Some large & notorious organizations (e.g. [ICIJ](#) – about 2 million USD budget / year) are very resource costly when it comes to applications for joint funding. Their notoriety should be leveraged as a marketing tool and the best course of action would be to invite them to be part of an Alliance (and not a Consortium), and only after some of their members already used Hypothes.is. Basically we should target Consortium partners stemming from organizations with a distributed and diverse structure, low admin costs vs. groups that are over-centralized, high admin maintenance.

Suggested partnership strategy

February

Partnering up with [RCJI](#) (e.g. Combining the Hoover & Hypothes.is technologies). This is a Consortium based partnership as there will be a joint effort to apply for funds.

Packaging Hoover with the Hypothes.is service, offers collaborative investigators a compelling tool to make sense of various streams of data and will enrich existing data sets, with targeted annotations, where journalists and researchers can tag, comment on, and discuss documents, in public or in private, enabling deep investigative collaborations. This combined approach has been also detailed within the ODINE application that was filed at the end of February.

March | April | May

Implement and test combined technologies within the emerging **EU journalistic network** (approx 15 large newspapers, magazines and online publications) coordinated by RCJI. The Network will be formally announced mid March (after publishing their first collaborative story). After combined tool adoption by the EU journalistic network, document outcome and present network use case to the following potential partners:

- a. The EU journalistic network
- b. [JournalismFund](#)
- c. [DataHarvest](#)

June | July | Aug

- a. Build **funding Consortium** with JournalismFund & RCJ. Target donors: Adessium & OSI. Objectives: to develop and package different technologies supporting investigative collaborations, within a media lab, led by JF & RCJI.
- b. Explore partnerships with news organizations that are part of the EU network.
- c. Start building an **European Alliance** with some of the groups mentioned in chapter C (Identify stakeholders & use cases)

[JournalismFund](#) (JF) is an NGO promoting cross-border journalism in Europe, via grants or networking opportunities; they are also the organizing force behind one of the bigger events in the industry (DataHarvest). They've accessed funding from both Adessium and OSI on a consistent basis. Chair Person: Brigitte Alfter Brigitte acknowledges the need to focus also on technologies supporting investigative collaborations. She sees a good opportunity for JF to also take a technological path. They currently don't have a digital archive, allowing journalists to search by keyword for articles or research packages that were sponsored and published by the JF grantees. Nor do they have any other tools at their disposal, encouraging users to spend time and digest info and share knowledge on their website. Hence it would be great to empower journalists from the JF network with

some of the most needed tools. JF is currently under an evaluation by *Adessium*⁸, who devotes considerable attention to monitoring and evaluating its receiving organizations. Several members of JF Advisory board approached the evaluator and brought up the idea of a media lab, re-uniting different technologies (e.g. searchable archive, social interaction tools, matchmaking module for journalists who seek or want to give information) to empower collaborative investigations. The evaluator will conclude the evaluation process in April 2016.

OSI's director for the Program for Independent Journalism is a Colombian investigative journalist at core (Maria Teresa Ronderos⁹), also member of the ICIJ network. Her right hand (Algirdas Lipstas¹⁰) is supervising the investigative journalism programs within OSI. They have another sub-program related to journalism, called Opening Journalism, that deals with groups of journalists asking to be endorsed to adopt and use a certain technology, as a start-up. OSI general strategy is to focus on geographical areas where doing journalism is getting people in danger. However, OSI is looking to endorse also groups based outside such conflict areas, who are helping their target group with training, technology, connections etc.

Another OSI program dealing with data is the [Information Program](#), looking at Big Data, standards, advocacy etc. run by Darius Cuplinskas¹¹, and advocate for Open Access. Positioning Hypothes.is as a investigative collaboration tool and the partnership with JF will secure a meaningful introduction at the very top of OSI's journalism program.

These relationships offer a great premise for forming a **consortium**, to apply for funds to develop and package different technologies supporting investigative collaborations, within a media lab, led by JF. Hypothes.is obviously fitting in this equation as one of the technology partners. This consortium will reach out to both Adessium & OSI.

News Organizations within the European Network (Spiegel | El Mundo)

Once the combined technology for Hoover and Hypothes.is is adopted within the European Networks, it can be further showcased with the individual news organizations that are part of this network. Spiegel and El Mundo are some of the larger news organizations that currently lack the technological support and could be great test beds for the Hypothes.is technology.

Building a Journalistic Alliance in Europe

The general objective of such an Alliance is marketing and collecting Use Cases. The scope a European Alliance is to prepare for a worldwide integration, after dealing with multi-language and different socio-technical issues. Alliance members can be drafted from each group described under Chapter C (Identify Stakeholders and Use Cases). Groups within our immediate reach: RCIJ, The Sponge Media Lab, Journalism Fund, M-ITI. Timeline for this Alliance: Start ASAP and ideally have a collection of use cases ready by Oct 2017 for the - [Global Conference for Investigative Journalism in South Africa](#) - one of the biggest events in the investigative journalism industry.

[Sep](#) | [Oct](#) | [Nov](#) | [Dec](#)

-Announce EU Alliance

-**Extended Consortium** to apply to [Google Innovation Fund](#) and [CAPS](#)

-Expand Alliance to TI & ICIJ

Extended Consortium

As described at the beginning of the Chapter, the general objective for a Consortium is to apply for joint funding. For this purpose an EU entity is needed: Netherlands seems to be the easiest place to start a non profit, but Brussels makes also sense for EU related projects.

Suggested Consortium members: RCIJ, Journalism Fund, M-ITI, Westminster University (CAMRI – they are interested in exploring partnerships) – This Consortium should be an interface for various funding opportunities, either as a group or as sub-groups, depending on the requirements, targeting the research, experimentation and development with tools needed to foster investigative collaborations.

M-ITI: the Madeira Interactive Technologies Institute was awarded a Horizon2020 endorsed grant called [ERA](#)

8 http://www.adessium.eu/wp-content/uploads/2015/11/WEB_ADESIUM_JB_UK_2014.pdf

9 <https://www.opensocietyfoundations.org/people/maria-teresa-ronderos>

10 <https://www.opensocietyfoundations.org/people/algirdas-lipstas>

11 <https://www.opensocietyfoundations.org/people/darius-cuplinskas>

Chair: Christopher Csikszentmihályi, co-founder and former director of [Civic Media Lab at MIT](#), became the ERA Chair at M-ITI at the beginning of 2014. RCIJ and The Sponge developed funding proposals during 2015 related to a FM based community dialogue platform¹². M-ITI is interested in exploring partnerships and projects covering the technology experimentation and development.

CAMRI / CREAM, Westminster: the Media, Arts and Design School (MAD) at the University of Westminster has two laboratories and research units with more than 150 PhD students combined. The Dean of MAD is interested in exploring funding partnerships and projects by way of the two research units, [CAMRI](#) and [CREAM](#), covering the Academic Research and experimentation.

Google Innovation Fund: The Fund was open at the end of 2015, will operate with at least 2 open calls each year and already granted a first batch of 27 million EUR to projects in 23 countries. The fund is open to all non-profit, for-profit and individual actors registered in the EU and EFTA who can prove having a focus on the sustainability of the news ecosystem.

CAPS: this is a Horizon2020 program, the main Research & Development program of the European Commission. [Collective Awareness Platforms for Sustainability and Social Innovation](#) is a strategic entry point to Horizon2020 since the R&D of the EC was budgeted with over EUR 70 billion for 2014-2020.

Transparency International

We've reached out to the head of the Brussels office, Alison Coleman and we've exchanged ideas and talked about their current needs and partnership opportunities. She mentioned TI received funding from the European Commission for creating a [European Corruption Observatory](#), a media platform to collect corruption articles from all the EU countries. She mentioned that the technology developed for this purpose is still lacking some crucial automatization processes and that they currently didn't think of a solution for socialization features. I've mentioned the Hypothes.is technology as a solution for their social interaction needs and she told me that she will present it to her tech guys. TI is looking to do another round of fundraising to further develop the ECO technology so there could be a possibility for a funding partnership. TI has been also funded by Adessium and OSI (who are both on our target list). JournalismFund is also a partner in this particular project, so having a good partnership with them, may also open the door for TI.

TI could be both a valuable Consortium Partner as well as an Alliance Partner. They will also be present at the DataHarvest conference.

ICIJ - This type of group (over-centralized, high admin costs) should be only approached once H. is already distributed among european journos & groups, and after it has a few public appearances and descriptions on how it was used in collaborative work by investigative journalists; ideally such show cases would be organized with various members of ICIJ or GIJN first, and only then admin staff should be approached (such orgs have a long history of getting software solutions for free in exchange of marketing, some of such software is never distributed to members nor tested)

Hypothes.is Power Users

Build up the Hypothes.is community around investigative collaborations by identifying and sponsoring 'power users' to make use of digital annotations in this new field. This can be done via an open call model, where small grants (2-5K) are awarded for projects that will use both public and private annotations. This is something that we could further explore also in partnership with JournalismFund.

Such an initiative will strategically enable Hypothes.is to be part of the European donors network - the [European Foundation Center](#) were major donors meet and discuss strategies and joint programs with smaller donors.

Communicating Outreach Efforts

It is important to keep Hypothes.is supporters informed of the latest directions and partnerships around digital annotations. A good starting point would be to have a dedicated web page for the Investigative Journalism vertical with partnerships, use cases, public events (conferences) and industry presentations.

Whether it's in a blog post or on a dedicate page, making this intention public, validates Hypothes.is efforts for

¹² <http://rootio.org/>

partnerships and funding in the space of investigative collaborations. Digital Annotations in the service of investigative journalism may not come as a novelty, but building and announcing an Alliance for servicing investigative journalism and public integrity structures, would be a first.

Industry outreach

The Hypothes.is technology can be demoed within various journalistic conferences and by publishing articles about it in industry publications (NiemanLab, CJR, Poynter etc), as soon as an investigation is published. Below are some of the more important investigative journalistic conferences:

Belgium, DataHarvest <http://www.journalismfund.eu/dataharvest-conferences>

Netherlands, European Data Forum, <http://2016.data-forum.eu/>

Germany, NetzwerkRecherche, <https://netzwerkrecherche.org/termine/konferenzen/jahreskonferenzen/nr16/>

Germany, Berliner Gazette, November: <http://berlingazette.de/uncommons/>

US, Logan (Berkeley) - <http://investigativereportingprogram.com/logan-symposium/logan-2016/sponsors/>

US, NICAR (Denver) - <http://www.ire.org/conferences/nicar2016/>

US, IRE (New Orleans) - <http://www.ire.org/conferences/ire-2016/>

E. TOOLS ECOSYSTEM

Top down vs. bottom up

One of the biggest issues in the investigative collaborations world is the adoption of new tools and technologies. With each collaboration, especially within larger networks, new tools are build and tested during the actual project phases. This is a top down deployment approach. E.g. [PGP](#), [Nuix](#), [BlackLight](#). No significant user feedback is collected before the implementation of such tools. Therefore such tools are dropped at the end of each collaboration and sometimes even during the lifecycle of a project.

What seems to work are small collaborative groups using tools that match their real life needs for specific projects. They often pass the knowledge to other small groups, thus creating a bottom up pressure for larger networks to adopt them. E.g. [Wicker](#), [Owncloud](#), [Intertwinkels](#), [Wekan](#).

Fragmentation of software in the field of investigative journalism

Over the past years specialists have noticed a big opportunity of data and document mining in investigative journalism. However, there is a great deal of duplication in the investigative journalism software. Some tools are proprietary, others are open source but without real testing, user feedback and business development for sustainability.

Journalistic organizations spend 20-50% of financial resources in building tools related to gathering and publishing information (ICIJ spends about 50% of its budget). However, such orgs have a very slow process of being ready for market and donors observe that journos shouldn't run the process of building tools. By the time the tools are ready, usually about 2 years, new technology makes them obsolete.

The fragmentation of software development in the field of investigative journalism has consequences: Most newsrooms still lack capacity to handle basic knowledge management tasks, such as a digital searchable archives. Tools do not interoperate. DB's are very hard to search and a big part of the journalistic discovery and research process is lost.

Categories of digital tools in the field of investigative journalism

There are several categories of digital tools used by these organizations. Smaller groups tend to flock around free software solutions, whereas larger networks tend to also afford proprietary solutions.

Examples:

- Security and Privacy ([Tor](#))
- Project management tools ([Wekan](#), [Trello](#) vs. [Asana](#))
- Communication tools ([Owncloud](#), [Etherpad](#))
- Search and Index ([ElasticSearch](#) vs. [Nuix](#), [DT Search](#))
- Public databases ([offshoreleaks](#), [europeandataportal.eu](#), [opencorporates.com](#), [openspending.org](#))
- Social Network Analysis tools (here is a collection of [70+](#) tools in various stages of deployment and usage, demonstrating the parallel innovations and redundancies in the investigative journalism software development world). This collection was put together by Friedrich Lindenberg¹³.

By partnering with investigative journalism / transparency / open data groups Hypothes.is will extract user needs and challenges, and will step in as the tech partner with the goal of standardizing free-software for knowledge sharing in the space of investigative journalism and public integrity.

13 <https://groups.google.com/forum/#!forum/influencemapping>

F. FUNDRAISING

INTERNATIONAL MEDIA FUNDING LANDSCAPE

Various studies and reports put the total of private and public funding from the US and Europe of media development projects at about 1 billion USD for the years between 1990 to 2000, most of it going towards Eastern Europe to rebuild media and democracy in post-communist and post-soviet countries. This effort was mainly focused on training, conferences, building media etc, a lot of it as a top-down approach, exporting “press freedom”.

But during the last years the landscape is changing because new donors entered the field. Journalism is financed also by way of transparency and anti-corruption programs, as well as by way of trying to build new tools and embrace new technology.

As shown in the studies¹⁴ below¹⁵, OSI is still probably the major player in this field, granting between 40-50 million per year to media related projects.

USAID follows with avg. of 30-40 million per year, more than half of the money being granted through two independent contractors, IREX and Internews. Several studies for CIMA show that Knight, Ford, Gates, Omidyar and Google foundations bring close to 30 million USD to the table.

Same studies show that only 2% of media support goes directly into investigative journalism. Nevertheless, investigative non-profits are on a continuous rise, from 50 in 2010 to about 250 at present (in the US and WorldWide). This boom of investigative non-profits is increasing the competition level for the same pool of resources and leads to “cannibalization” of resources between the different journalistic networks. The niche is currently under-funded. There is a growing attention to digital tools by donors, which shifts the existing funding onto tool based initiatives.

Top 10 investigative groups in Europe have maybe 3 million in budgets altogether, while top 10 investigative groups in the US have close to 30 million¹⁶.

There are two conflicting trends among important donors: (a) endorse technical projects OR (b) endorse human collaboration.

The tech approach seems to gain traction, since during the last years among the usual suspects (OSI, USAID) newcomers such as Omidyar Networks, Google and Bill Gates Foundation (<http://ejc.net/projects/ongoing/innovation-in-development-reporting>) have stepped in. This year alone Google pledged a 150 million USD Innovation Fund for media and journalism in Europe.

Other major players in the field are National Endowment for Democracy, Canadian International Development Agency, the John D. & Catherine T. MacArthur Foundation, International Development Research Centre (IDRC), The German Marshall Fund, European Endowment for Democracy, the Norwegian Ministry of Foreign Affairs, UNESCO, the European Union, the Swedish International Development Cooperation Agency, United Kingdom's Department for International Development, the Danish International Development Agency, the Norwegian Agency for Development Cooperation, Sigrid Rausing Trust, the Swiss Agency for Development and Cooperation, Adessium Foundation, United Nations Development Program and the World Bank.

EU FUNDS COUNTRY DIRECTORY

European Foundation Centre (EFC) is an international membership association of foundations and corporate funders, offers a helicopter view and a global perspective on foundations and the landscape they inhabit. ([Adessium](#) and [OSI](#) are also reflected in this directory).

¹⁴http://www.cima.ned.org/publication/continental_shift_new_trends_in_private_u_s_funding_for_media_development

¹⁵<http://www.cima.ned.org/publication/funding-free-expression-perceptions-and-reality-in-a-changing-landscape/>

¹⁶<http://www.cima.ned.org/publication/global-investigative-journalism-strategies-for-support/>

EU FUNDING METHODOLOGY

Most European funders rely on the old [Logical Frame Approach](#) (originally developed by USAID in the late 60ies), which is a rather cumbersome and bureaucratic management tool for granting funds. This means among others that the EC and other funders prefer quantitative rather qualitative outputs. This can make the implementation of projects difficult bureaucratic and superficial.

SETTING UP AN EU ENTITY

Most large grant opportunities require that you have a legal presence in Europe. That said, during the initial phase, you could bypass this requirement by partnering with existing european entities, who will play the role of the main applicant. Having a European entity to host and implement technology used by investigative journalists, activists etc in Europe is crucial also because of a post-Snowden lack of trust and paranoia when it comes to dealing with knowledge / data / information.

FUNDING BODIES

Below a list of EU and US based donors to be targeted once there are some use cases in place:

[1. Adessium](#)

More details here: http://www.adessium.eu/wp-content/uploads/2015/11/WEB_ADESSIUM_JB_UK_2014.pdf

2. OSI

There are 2 programs that we can target

-[Independent Journalism Program](#) (led by an ICIJ member from Columbia, Maria Teresa Ronderos)

-[Information Program](#)

OSI takes presentations and descriptions and works with interesting proposals but also have a new, very strict way of auditing financially every new partner. This verification process supposed to be done once in 5 years, so it is easy to first work in a partnership until getting a solo grant.

[3. Google Innovation Fund](#) (Ludovic Blecher, [head of innovation fund](#))

An exploratory meeting is already being set up for the month of April

[4. CAPS](#) (end 2017)

[5. German-Marshall Fund](#)

[6. FrittOrd](#)

[7. European Endowment for Democracy](#)

[8. EEA | Norwegian Funds](#)

9. Swiss Funds

[10. SIDA](#)

11. GIZ.de (only for outside Europe)

[12. Robert Bosch](#)

[13. Media Dev Investment Fund](#)

They offer support for- and non-profits but with a commercial goal in media and journalism (for instance a big operation they support is SourceFabric to develop open source software for radio newsrooms and other); this is a collection of big donors like Omydiar, but with a big support from Europe :Adessium, OSI, SIDA, Swiss agency for dev, STDM see here <http://www.mdif.org/about-us/investors/>

[14. ICFJ](#)

[15. Omydiar Network](#)

16. Belinda and Bill Gates Foundation

17. TIDES Foundation (Bay Area)

18. MacArthur Foundation

19. Ford Foundation

20. Logan Foundation is organizing each year a big investigative conference in Berkeley, CA see <http://investigativereportingprogram.com/logan-symposium/logan-2016/> (they also expand in Europe <https://logancij.com/>) The foundation is endorsing a few directions, one of them being connected to investigative journalism

21. Media Democracy Fund - <http://mediademocracyfund.org/>