Funding Exchange
"Change, Not Charity"™

Final Evaluation Report

The Media Justice Fund of The Funding Exchange

Looking at the past, Thinking about the future…

"Very often, it is the new, different ideas that percolate up from small fledgling, relatively unknown grassroots groups that manage to outperform and outshine the conventional wisdom or longstanding tried-and-true, traditional program approaches of more established organizations. Funding that addresses opportunities and helps us to look into the future, rather than remaining stuck in the past or present. This is particularly true when in comes to encouraging new and diverse voices in the media justice and reform movement"

(Anonymous, Media Justice Fund Grantee Survey)

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With thanks to ActKnowledge staff Heléne Clark, Kira Krenichyn and Dana Taplin for their help with the evaluation design, analysis, and editing of the final report.

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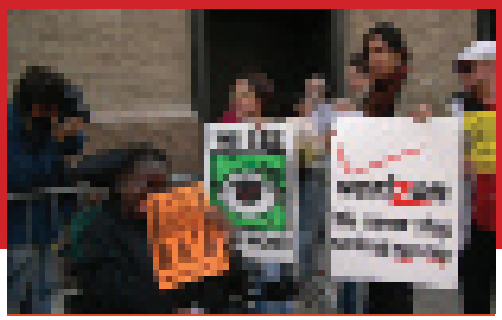

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EXECUTIVE SUMMARY

In 2003, the Funding Exchange (FEX), a national network of publicly supported, regionally based community foundations with a national office in New York City, established the Media Justice Fund (MJF) with seed support from the Ford Foundation. Offering grants to thousands of social change grassroots organizations FEX believed that a media justice fund would enable the development of media and communications systems that advance social justice. By prioritizing the engagement of social justice constituencies with media policy issues, MJF sought to build the infrastructure and capacity of fledgling media justice actors.

In Fall 2008 ActKnowledge was hired to assess the Media Justice Fund's overall funding strategies as well as the contribution the fund has made to the media justice field. The evaluation involved interviewing and surveying grantees, FEX member funds[1], and other media reform and media justice advocates and funders. This assessment is significant on several fronts. First, the MJF assessment documents the outcomes of grantees and gives voice to Media Justice advocates, activists and funders about the value of the MJF and its funding strategies and priorities. The assessment yields some important reflections and lessons for Media Justice Fund program staff, as well as others interested in supporting grassroots media justice activism. Lastly, the report highlights some important learning about the pitfalls, challenges and opportunities of funding movement building work more broadly.

The evaluation confirms that the MJF grantees have had an impact in the all of the above areas. Grassroots media justice organizations have increased their capacity to effectively carry out political work, and new organizations have been created. Media justice coalitions and networks have been built and sustained. There are increased relationships between social justice and media-focused organizations, and increasingly social justice organizations see structural media change work as a relevant and core part of their political agenda. MJF grantees have contributed significantly to local and national policy work, and strengthened community-controlled communications and media infrastructure. Lastly, thanks to the work of media justice fund grantees, there is evidence that the media reform movement as a whole has adopted a stronger social justice orientation.

Overall, evaluation results provide ample evidence that the Media Justice Fund has played an essential role as a catalyst and innovator of new ideas and talent in the sectors of media reform and justice. It has broadened the social justice movement infrastructure, and has been especially successful at involving marginalized communities and populations in work that has been the historical domain of a fairly insular circle of Beltway-focused actors. A key struggle of the media justice movement is the limited degree of understanding of or engagement in structural media issues by regular people. This is particularly true when looking at in the priorities of marginalized communities concerned with life and death and bread-and-butter issues such as jobs, education, housing and healthcare. Given this reality, our findings stressed the value of the Media Justice Fund as seeding, encouraging, and effectively strengthening links between social justice and media justice efforts.

The Media Justice Fund's role then was seen as especially critical given its uniqueness in the field, and informants felt that without this type of pipeline, the movement would pay a high price in the future in terms of creativity, sustainability, innovation and connections to actual needs and priorities in communities. As one grantee discussed, "Without the incubation of new ideas all sectors become really stagnant. The MJF gave us some resources, and let us turn it into something that matters in the world, that's tangible. To have a foundation looking for innovation on the ground, will enable the field to have its most creative moments, that are not controlled and limited by some of the larger groups out there".

See list of FEX member foundations here - http://www.fex.org/content/index.php?pid=31

EXECUTIVE SUMMARY

Interestingly, while a number of Media Justice Fund grantees had strong outcomes in all three areas, and a much smaller number made contributions to media and communications policy change, the majority of grantees were working in a local context where a number of factors certainly contributed to their ability to reach "policy outcomes". An example was the accessibility of local concrete political opportunities – some groups clearly had more ability to engage in shorter-term policy battles. Another important issue was the ability of organizational leadership to obtain funder recognition.

Valuable critiques of the MJF and of the challenges of work in the field emerged as the explorations went into greater depth, which we examined for guidance around the future support of the work.

One core expected outcome that was part of the MJF Theory of Change was "Increasing funding for Media Justice work". While grantees certainly highlighted the value of the MJF as a first-in funder to help them attract more funding, there was a sense that the MJF could have played a stronger leadership role in helping grantees "graduate" to funders that could provide higher levels of support, and help organizations become sustainable.

To some degree we learned that assumptions and intended grantee outcomes that formed part of the initial program Theory of Change seemed contradictory. On the one hand, materials and discussion prioritized initial steps to engage and educate communities, and to build community-controlled media infrastructure, while on the other hand the funding priorities clearly stated that groups needed to be focused on a set of specific policy issues, and contained expectations that grantees would contribute to these policy goals. The implicit message, then, was that groups that did not make this contribution were not as "successful". We note that these contradictions may be due more to a lack of opportunities to sit down and collectively discuss these different strategies and priorities and their resulting programmatic implications, rather than to any deep-seated differences around theories of change. Regardless, the evaluation provides some important insights into what it takes to appropriately and organically encourage a movement for media justice. For example:

- Policy change is not the only strategy, nor is it the primary strategy for advancing media justice
- Developing and putting the powerful tools of communication in the hands of groups to advance social justice is a key goal, which cannot be achieved through policy work alone (and at times is outside this realm all together)
- Building the capacity of communities to develop, use and access tools are key goals, reached through a deliberate process of outreach, production, education, and use.

The grantees clearly prioritized building capacity to access, use, and produce media as necessary preconditions to any structural change. While there was acknowledgement that this is slow, often painstaking work, the results from this assessment show that is it highly necessary to support and prioritize this work, if the future of media and communications is to both reflect and be defended by communities outside of the insider circles to whom the domain of media and communications policies and structures have belonged. Future funders of media justice, and policy work more generally are well served to consider what actual support of this change model would mean in terms of grantee funding criteria, expectations, timelines, and evaluation methodologies.

In conclusion, based on our findings and feedback, we have assembled a set of recommendations which include a number of broader topics for discussion in considering the future of media Justice work, including the tension between funding an "ecology" of emerging work, and having a more deliberate funding strategy with a focused political target, the grant size, and the Fund's leadership role.

It is our hope that the findings, observations, reflections and recommendations will help to capture the value provided by the MJF and the work of grantees, illustrate the importance of funding this approach, and will help illuminate the way forward for future support of media justice.

[1] *See list of FEX member foundations here - http://www.fex.org/content/index.php?pid=31*

INTRODUCTION

The Media Justice Fund (MJF) was launched in 2003 through an initial grant from the Ford Foundation to build constituencies for media policy work. An outcome of the Highlander Media Justice gathering[2], the concept of an MJF was seen as a way to engage social justice funders and their grantees in media justice work. In reality, the fund was one of the only funding sources for grassroots media justice work in the country. Housed at the Funding Exchange (FEX), the MJF goals and priorities reflected both those of the FEX itself, which included a commitment to developing leadership in marginalized communities and supporting community organizing.

The Funding Exchange contracted with ActKnowledge to gather evidence of short-term impacts and the contributions the MJF has made within the field of Media Justice/Media Reform[3]. The team was also tasked with assembling a set of recommendations to inform a strategic planning process for the future of the Media Justice Fund. The assessment team implemented a mixed-methods design that included quantitative and qualitative data collection. We utilized a participatory, Theory of Change approach (See page 38) to surface program assumptions and to identify anticipated outcomes that would inform the evaluation framework. Evaluators focused on exploring three major areas:

- How did the MJF contribute to strengthening capacities of organizations for media justice work?
- How did the MJF contribute to catalyzing media justice work within the broader social justice sector?
- How did the MJF contribute to media and communications policy/structural change?

Readers of this assessment unfamiliar with the context, history and dynamics of the media reform/media justice movement would benefit from consideration of a few issues. Media reform and justice as social movements (rather than a single issue concern such as ownership of the media) are emergent in many respects. Recognition that activism around structural media change even exists is still quite limited to associated with the related worlds of independent media, information and communications, technologies, journalism, etc. The issues of interest to media justice activists – media access, ownership of the airwaves, the spectrum, the means of production — are often highly abstract, technical, and the domains of specialized corporate telecom lobbyists. Therefore, unlike the tobacco reform or environmental movements for example, many groups are necessarily just at the initial stages of a change path – such as doing constituency engagement and education, media training, etc. Also unlike other movements (tobacco, environment, education, etc.) there is much less in the way of shared agendas or policy "wins" of visions of what success looks like.

This evaluation comes at a critical moment in the Media Justice Fund's history. The Fund's staff and allies are uncertain about the future of the Media Justice Fund, primarily due to challenges in procuring additional funds. MJF staff and the field more broadly have indicated a strong need for a funding stream that prioritizes new ideas and organizations, and engagement of and leadership from, marginalized communities.

ORGANIZATION OF THE REPORT

The report is organized into three main parts: Part 1 gives the context and background of the Media Justice Fund, including the MJF Theory of Change and expected outcomes. Part 2 contains the findings, and includes questions raised in the assessment, reflections, observations and considerations and recommendations for support of the work moving forward.

[2] Report from the Highlander Media Justice meeting - http://www.highlandercenter.org/n-media-workshop.asp
[3] For the purposes of this report, the field is defined as groups and individuals addressing structural media change through policy, community organizing and education, media literacy, independent media content production and technical infrastructure development.

ABOUT THE MEDIA JUSTICE FUND

Since the MJF began in 2003, it has given out over 2 million dollars in grants and technical assistance support. The MJF has 125 grantees throughout the US and Puerto Rico. Grants from the national office ranged from $15,000-$25,000 while member fund grants were in the range of $5000-to $10,000.

The program had two primary components:
(1) Grantmaking , consisting of four types of grants:

- Capacity building
- Community media collaboration
- Community media toolkits
- Immediate response grants

(2) Technical assistance/field building component, which included:

- Workshops and meetings to educate and engage social justice activists and funders in media justice efforts
- Support for attendance at conferences and other convenings to build knowledge across sectors
- A program to connect local activists and national advocates

GRANTMAKING

Grants were made through both the national organization and the network of local member funds. A key component of the MJF strategy has been engagement with the Funding Exchange national network of social justice foundations. As community-based foundations, the Funding Exchange member funds involve local activists in grantmaking as well as in governance of their organizations. This puts each foundation in closest contact with its local and regional constituents and in touch with the pulse of their work.

Types of grants made include:

Capacity Building grants — An underlying premise of the MJF is that media justice groups are not financially sound due to a scarcity of funding sources for grassroots media policy and accountability organizing. The Capacity Building Grants aim to help media justice build the necessary infrastructure to become a sustained and powerful force in the social justice movements.

The Community Media Collaboration (CMC) grants — are the hallmark of the Media Justice Fund. CMC grants support media activism organized around social justice principles, providing resources for grassroots groups to reach into their communities and forge strong, practical connections between media and social justice activism. Specifically, CMC grants support campaigns that change the structure of the media that a community consumes and assert the community's right to use media to organize and respond to its needs and concerns.

Immediate Response Grants — The Media Justice Fund Immediate Response Grants (IRG) help groups respond quickly to developing political situations in the media advocacy field. Immediate Response Grants support travel, rallies, mailings, printing, materials and other costs associated with activism.

Media Advocacy Toolkit grants — Distributed through the FEX member fund offices, these grants support the development and/or distribution of popular education tools that motivate local communities to address the impact of media policy on grassroots communities; promote media awareness and/or media activism; support or create community-controlled, independent media infrastructure; and advocate and outline concrete steps for media activism.

ABOUT THE MEDIA JUSTICE FUND

TECHNICAL ASSISTANCE AND FIELD-BUILDING

Local/Regional Convenings

In 2005, the Media Justice Fund developed a new model for community convenings in which the Media Justice Fund staff supported local activists to form a collective community agenda. The MJF continued to use this model, both through the national and member fund offices, to elevate issues such as equitable public access to wireless communication and support for organizers' efforts to secure greater access to fair representation in the governance of communications infrastructure. Overall 12 convenings were held, with approximately 450 attendees.

Funding Exchange member fund workshops —included political education on the implications of current media and telecommunications issues, criteria for assessing effective grantmaking, and training in developing ongoing funding programs for media justice. Member Funds were then able to identify work in their local communities that met the policy, infrastructure and accountability objectives of the Media Justice Fund; and hosted convenings that brought together prospective grantees, using the Media Justice Fund community convening model. There were eight workshops held, with 110 participants total.

Facilitation, program planning, guidance —MJF program staff and consultants provided facilitation and planning support for collaboration-building programs and events such as the Knowledge Exchange, and trusted advice and leadership development to individual media activist. Member funds and grantees were provided with information about funding, training, and other resources. They also gave face-to-face and phone consultations to numerous groups on the issues of staff burnout, networking, capacity building, and other challenges they faced.

Networking support —The MJF provided encouragement and support for activists and FEX member fund program staff to attend media justice and media reform convenings to deepen their understanding of the issues, and connections with other activists and advocates.

Promotion —The MJF staff in collaboration with grantees made presentations at various conferences, briefings, and gatherings to promote the work of MJF community and educate the fields of philanthropy and social justice about the media justice framework grounded in social justice.

THE MEDIA JUSTICE FUND'S THEORY OF CHANGE AND EXPECTED OUTCOMES

Through a series of meetings, interviews and document review, we used a Theory of Change method of inquiry to elicit what MJF believed it could achieve, which in turn would serve as a framework for the assessment. From those conversations, we constructed a rudimentary framework of outcomes to guide evaluation.

Key documents were reviewed, including a program map assembled by past consultants, the Ford Foundation funding proposal for 2007, Funding Exchange literature, requests for proposals, and other grant outreach material. We had conversations with MJF program officers, and four Theory of Change meetings with staff, grantees and activist-led grantmaking panelists.

ABOUT THE MEDIA JUSTICE FUND

UNDERLYING ASSUMPTIONS OF THE MEDIA JUSTICE FUND'S THEORY OF CHANGE PROCESS.

General assumptions about how change happens:

- People have fundamentally unequal access to resources, generally based on their inherited race, class, gender, country of origin, etc.
- A fundamental shift in the configurations of power won't come from those who already hold the reins. We prioritize involving those with "skin in the game".
- While the roles of policy experts, advocates, think tanks, etc. are valued in the ecosystem of change, we prioritize building indigenous leaders in communities who act as transformative, visionary agents for base-building and engagement.
- Shifting power requires scale and strength, which is built through connections, collaboration, coalitions and finding "common ground" with very diverse groups.
- Movement-building involves shifting of power, not just policies. While coalition-building may strengthen a movement, a movement must have staying power, and be committed over the long haul.

Media Justice Fund Programmatic Assumptions

- Grassroots media justice organizations need to have larger budgets (above 500k) and more resources to be effective.
- Building collaborations between social justice and media justice groups will build the capacity of the latter, and help them move from "survival mode".
- Providing the MJF grants of $5-$25k could help address grantees' resource capacity needs
- Providing funds for media-focused groups and other social justice groups to meet and collaborate on a project such as a toolkit was a precondition for engaging social justice groups in media justice work, and getting them to take action.
- Engaging community members in a media justice campaign is an important objective.
- There are local media policy issues of interest to communities, and those communities will see the relevance of those issues and choose opportunities to fight for them in their daily lives.
- There is a natural affinity between structural media/communications change and media production/content. Content is both an entry point for policy, and an "end" in itself.

EXPECTED OUTCOMES

Based on our research design, there were three main expected (and related) outcome areas of interest: 1) Strengthened organizational/community capacity for movement building/advocacy, 2) Contributions to policy/structural change, and 3) Catalyzing/strengthening of policy work within the larger social justice sector. Some sample indicators (and in some cases shorter-term outcomes are noted below.)

ABOUT THE MEDIA JUSTICE FUND

UNDERLYING ASSUMPTIONS OF THE MEDIA JUSTICE FUND'S THEORY OF CHANGE PROCESS.

Strengthened organizational capacity for movement/building advocacy:

- Grassroots media justice organizations grow their knowledge and their leadership ability
- Funding increases for media justice work
- Grassroots media justice organizations build stronger organizations to increase the effectiveness of and sustain efforts
- New, stronger relationships exist with other media justice activist groups, networks

Catalyzing/strengthening of media justice work within the large social justice sector

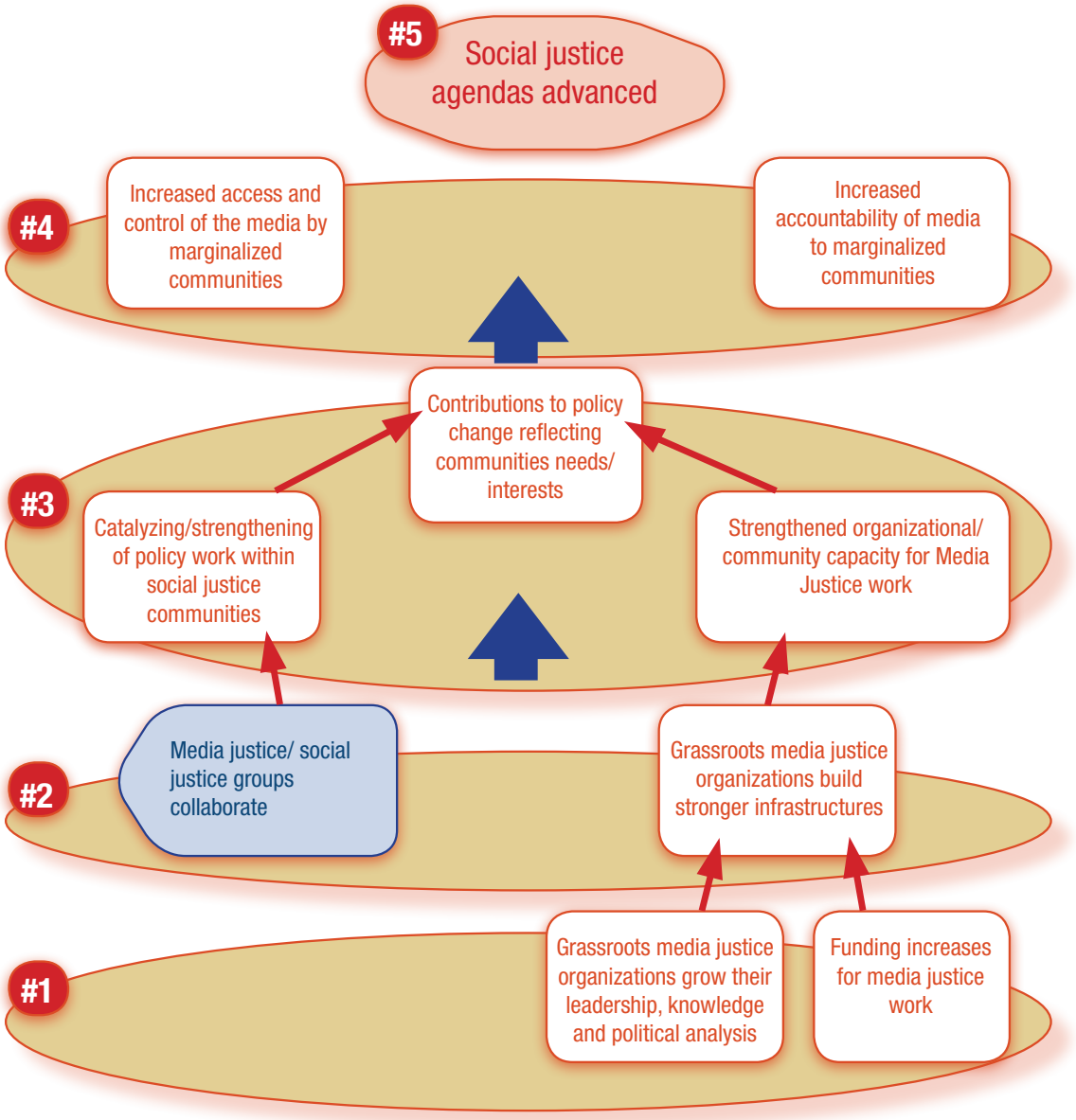
- Social justice organizations, and their communities, increasingly see media justice as a core component of their work
- Increasing connections between media justice and social justice organizations

Contributions to policy/structural change of the media/communications system

- MJF groups collaborate on legislation, proposals
- Passing of legislation
- MJF groups, perspectives, stories leverage influence with policy makers
- Participation in coalitions
- Strengthening/developing community-controlled media infrastructure

ABOUT THE MEDIA JUSTICE FUND

Media Justice Fund initial Theory of Change



This above summarized (and simplified) Theory of Change that emerged for how the Media Justice Fund would bring about change was then used to inform the evaluation design. While this helped to establish our research questions of interest, our goal was not primarily to test the Media Justice Fund's or grantees' success or failure in reaching these outcomes, but rather to explore how grantees made progress towards self-defined media justice goals, and how the Media Justice Fund contributed to this process.

Given this approach, the assessment brought to light a complementary change model (which we refer to in this report as the "Grantee TOC") but which included a different set of pathways, which media justice activists themselves found to be the most effective way of advancing media justice goals. We note that this change model did reflect what appeared to be the implicit priorities and goals of the Media Justice Fund, as part of the Funding Exchange, but that weren't always reflected in the funding criteria and guidelines of the program, which tended to focus more on policy, and privileged short-term policy outcomes.

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

The short and longer-term outcomes gathered in the early stages of the evaluation process were used as a framework for inquiry, but a key goal of the assessment was also to listen for what patterns of effectiveness emerged beyond and sometimes in contrast with the expectations of the program planners and funders.

The findings are organized into two sections, reflecting the initial research questions:
1) **Media Justice Fund Grantee contributions to advancing a media justice agenda and** 2) **the Media Justice Fund's contribution and role in the movement ecosystem.**

BACKGROUND ON SOCIAL CHANGE OUTCOMES

The literature on evaluating advocacy and social change work has developed in recent years, and is beginning to establish some methods of assessing contributions to policy goals and more broadly to structural and social change. The work by the International Development Research Center, Action Aid, The Women's Funding Network, Just Associates, and others have underlined the importance of looking at different dimensions of outcomes such as strengthening the civil society/non-profit infrastructure, enlarging the space for participation, prioritizing the building of social capital, and seeing individual transformation as fundamental. Relevant specifically to this assessment is the importance these frameworks place on the strengthening of grassroots advocacy/organizing infrastructure, and the necessity of authentic engagement and buy-in from grassroots actors for policy relevance (to ensure that communities are really better off) but also policy implementation and sustainability.

Interestingly, the frameworks that seemed to us most applicable to the media justice context were primarily drawn from the international development sector, where perhaps there has been a longer trajectory of efforts to measure complex social and political change work, and where the frameworks tended to take into consideration justice agendas which were realistically implemented and sustained through far broader efforts than policy advocacy. These frameworks helped inform what we looked at in regard to patterns of effectiveness in advancing media justice goals.

Longer-term policy and movement building outcomes are difficult to measure and define for a series of reasons: Social and political change efforts are non-linear and difficult to predict and causal relationships are sometimes impossible to determine; work is collaborative by nature and individual attribution is difficult; concrete impacts often only appear over the long-term. Funders' and donors' priorities, timelines, and frameworks generally exacerbate the challenges for activists to make a case for the value and role of their work. While things are shifting, foundations are generally looking for concrete, quantifiable, usually policy-oriented outcomes over a short time frame. Even allies of community-based and movement-building work tend to struggle around issues of progress measurement, accountability, and articulation of these change models in order to make an internal case for support for this community-based orientation towards change.

In rendering judgment about the value or priority of these outcomes, it is useful to reflect on emerging research that has been done on evaluating social and political change.

In a discussion of outcomes, an important consideration for media justice work is the role of the development of communications tools (such as cell phone applications, social networking tools, etc.,) that can advance political agendas. While certainly policy work has an impact on the opportunities for use and development of the tools, our interviews and survey responses revealed that their creation, and the capacity of people to use them, is an essential part of media justice work, and a key component of the grantee change model. While this strategy existed in the initial program theory (page 13) it wasn't emphasized as an ultimate outcome, or more importantly as a key shorter-term goal, and wasn't reflected in much of the grantmaking criteria.

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

MJF GRANTEE OUTCOMES

Contribution vs. attribution: It is very difficult to apply individual attribution for outcomes to individual political and social change actors — the work is simply too complex and multi-faceted. Given this, grantees can best measure their progress against benchmarks of contribution to political and social change, that they establish for themselves, or in conjunction with allies and other collaborators, including funders.

CONTRIBUTIONS TO POLICY/ STRUCTURAL CHANGE	EVIDENCE	ILLUSTRATIVE QUOTE
Contributions **to bringing a social justice** lens to national policy work.	-MJF program staff and grantees have presented at numerous conferences, workshops, and convenings, advocating for and advancing the media justice framework for media change. -An important contribution to this goal was the MJF design and implementation of the Knowledge Exchange, which received widespread praise from both national policy advocates and local social justice organizers for its success in catalyzing/supporting connections between these groups.	*"MJF support through the years has allowed us to lead the popularization and adoption of the media justice framework across the progressive left and in Beltway organizations."*
Contributions to **shaping national, regional and local policy agendas**	-Grantees are shaping a shared agenda around **broadband policy** -Grantees are playing a leadership role in a regional campaign against the **radio conglomerate Clear Channel.** -Grantees are involved in national efforts **around Lower Power FM legislation** -Work around **"White Spaces"** campaign to increase mobile access -Grantees are participating in convenings around **Digital inclusion** issues -Grantees led and contributed to a **Digital Television Transition** public information and support campaign that led to a largely successful transition in June of 2009. -Leading the **Digital Expansion Initiative** – a policy program developed through a participatory assessment process driven by the connection to mission and engagement with members. -Work to reform state **Public Service Commissions**, specifically around telecom issues. -Advocacy and education to **open up cell phone handsets and network**, and promote greater transparency with calling cards.	

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

CONTRIBUTIONS TO POLICY/ STRUCTURAL CHANGE	EVIDENCE	ILLUSTRATIVE QUOTE
	-Leadership provided for the white paper **"A Public Interest Internet Agenda"**, with recommendations for national Telecom policy. -Important contributions to **re-negotiation of cable contract renewals to support community media centers** **-High cost of prison calls was added as an issue** on the agendas of a number of national coalitions and networks.	
Licenses acquired for19 non-commercial full power radio stations across the country.	19 non-commercial stations Including: SPEAR and Delta (Greensville, MS); United Houma Nation (Golden Meadow, LA); Community Radio Collective (Scranton, PA); Women's Civic Improvement League (Bend, OR); ACORN Community Enterprises (Bella Vista, CA); and Lassen Community College (Susanville, CA).	*"The MJF made available the first $5000 to support the hiring of an engineer and lawyer who made it possible for submission of our application to the Federal Communication Commission whom granted a license for business. SPEAR had no funds for this purpose. Subsequently, the Media Justice Fund continued its infusion of funds which supported our application submitted to NTIA for project start up equipment."*
Maintained or increased public media and communications infrastructure	Groups discussed building and strengthening public, community-controlled media infrastructure of all kinds, from community media centers to public wireless networks to community newsletter production.	*"We saved the Philadelphia public Preserved Philadelphia's public wireless network wifi system from being taken down, and preserved 20 million in public assets."* *"We opened a Detroit Community Media Center, which is possible because of the capacity-building that took place over the past two years with support from MJF."*
Greater **voice/influence with government** – FCC ownership hearings organized.	-Grantees organized the attendance of 1000s of representatives of low-income communities to talk to commissioners at FCC hearings—grantee reported that they held the largest FCC media ownership hearing in November 2007, which they documented and used to deepen and broaden community involvement and which laid the groundwork for later organization around media issues.	

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

CONTRIBUTIONS TO POLICY/ STRUCTURAL CHANGE	EVIDENCE	ILLUSTRATIVE QUOTE
Participation in policy decision making process on various issues	-Grantees built models and momentum for more participatory approach to media/ communications policy decision making -Participation in conversation with Obama transition team pushed for delay in DTV transition on the basis that it directly affected low-income communities.	*"MJF support through the years has allowed us to lead the popularization and adoption of the media justice framework across the progressive left and in Beltway organizations."*

CHANGES IN ORGANIZATIONAL/COMMUNITY CAPACITY FOR MEDIA JUSTICE WORK Grantees have…	EVIDENCE	ILLUSTRATIVE QUOTE
Created and sustained **new media justice organizations,**	-Media justice organizations, including the Media Mobilizing project, People's Production House, Prometheus radio project, Center for Media Justice, PCUN radio, Reclaim the Media, attested to the MJF's key role in building their organizations, and catalyzing and sustaining their media justice work.	*"All the work we did that moved us from the inklings of an idea to an institution were facilitated and enabled by the MJF. That's a fact."*
Built connections and relationships to **share information, effective practices**	-Grantees discussed the role of the MJF (through participation in convenings and networking events) to allow them to give and receive resources and information.	*"There is a group in Boise, Idaho who has wanted to start their own station. They wanted to know from us how a grassroots communityradio works, the ups and downs, the challenges. We were able to share these lessons, and give them materials. Another group came to us and said, 'Wow, we would like to get a community radio started, I can see how important is."*
Built and strengthened media justice networks and coalitions.	MAG-net – Media Activist Grassroots Network was **catalyzed and sustained**. All founding members (10 out of the 13 members) are Media Justice Fund grantees. A 30-organization coalition built to craft urban agenda to address the digital divide in Philadelphia and beyond.	*"The network of media activist groups – MAG-net may not have formed if it wasn't for the MJF. Local, grassroots groups had the benefit of being coordinated with each other, and they still continue to work together and think about how to build the movement forward."*

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

EXPANSION OF MEDIA JUSTICE WORK MORE BROADLY INTO THE SOCIAL JUSTICE SECTOR (BUILDING OF SOCIAL CAPITAL)	EVIDENCE	ILLUSTRATIVE QUOTE
Developed and promoted an articulation of Media Justice.	Grantees have worked to popularize and encourage the adoption of a justice lens through participation in convenings and conferences, publication	
Increased **understanding/ consciousness** of the connections between media policy and other social justice issues	Through education, training, capacity building and production activities groups have heightened awareness of the relevance of media to other social justice issues and the opportunities and costs of not getting involved.	*"In the course of teaching people about production, we also engage in discussions and think critically about policy issues, and framing."* *"The Waves of Change web site has had over 18,000 separate visitors seeking information about community media around the world. This site has been an important node connecting community organizations doing similar work around the world and opening new potential avenues for activism."*
Supported the integration of **media justice work into new organizations**	Grantee groups have developed and refined models to use media as a transformative process to engage people critically in thinking about structural issues, and to move them to take action.	*"What we try and do is to try and encourage folks to think about policy implications of a media project, and how they can use media – either through access or creating and distributing their own media."*
Increased leadership skills and **political analysis**	Grantees gave concrete examples of increased leadership and sharpened political analysis on media justice issues from their communities, such as writing articles on particular media issues of relevance to their communities.	*"You can't do work without an immense amount of political education and clarity around what we are trying to do – what the root of the fight is, and what that means in practical terms around every day practice. Without important political education around communications, etc. people can't take leadership in the work."*
Built **capacity and understanding** in communities of the use of **media/ communications tools** to advance social justice.	Grantees were consistent in their assessment that through media coverage of social justice issues, involvement in the production process and training to access media, the MJF grant had helped build the capacity of their communities to use these tools to advance agendas.	*"One of the main outcomes of our MJF grant is showing that radio is an important organizing tool."* *"While both McCain and Obama came out in opposition to mountaintop mining, commercial interests were creating a scare about loss of jobs, etc. The final pressure came from the images that the Community Reporter's Network distributed, which caused them both to come out against this. For example, schools that were threatened by cold waste dams were able to share their stories."*

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

EXPANSION OF MEDIA JUSTICE WORK MORE BROADLY INTO THE SOCIAL JUSTICE SECTOR (BUILDING OF SOCIAL CAPITAL)	EVIDENCE	ILLUSTRATIVE QUOTE
Development of organizational longer-term strategy and planning and governance	Grantees note that the capacity building grants especially pushed them to focus on their longer-term sustainability, and to develop alternative fundraising strategies. Grantees discussed using grant funds to focus on board and advisor development, both for organizational and network development	*"We developed and built a decentralized fundraising strategy, with materials that led to local and family foundation support of travel costs."*

MJF CONTRIBUTIONS TO BUILDING THE MEDIA JUSTICE MOVEMENT

Informants indicated a clear perceived value and role for the Media Justice Fund. In many cases this was particularly accentuated, given that there is no foundation funder in the sector of media reform/media justice, attempting to fund new, emergent, experimental ideas and leadership in ways that reflect the realities, values, priorities, and methodologies of grassroots and community-based actors.

Reflections were passionate and insightful and reflected a concern that this MJF was needed to "create and sustain new visions". There was a sense that, without a funder like the MJF, the movement would "fizzle out". Informants also discussed the uniqueness and value of the MJF strategies of linking content with policy, and media justice with social justice work. The MJF's role as first-in funder often has provided initial seed money to jump-start an idea into an organization, and given the needed credibility for other funders to follow suit.

Below we have summarized feedback from grantees, member fund officers, other grant makers and non-grantee media reform/justice advocates. While this section focused on specific contributions and the role of the Media Justice Fund, there were clear questions and critiques raised about both the fund's overall strategy and role as well as implementation, which are discussed in Part 2.

INNOVATION, EFFICIENCY, DIVERSITY, CREATIVITY

Informants were asked about the need in the media reform/media justice movement for a funding strategy that supported entrepreneurial ideas led by, or based in marginalized communities, proposed by small, and often emergent, low-capacity organizations.

Overall, respondents felt that the Media Justice Fund was the only funding pipeline that prioritized new, innovative ideas and a diversity of voices. People used terms such as "catalyst" and "incubator" to describe the MJF, and were emphatic that this strategy was essential for the growth of media justice as a movement and its ability to create and sustain new creative visions. It was noteworthy that even those who criticized the MJF's lack of a deliberate strategy to connect grantees to a larger policy agenda acknowledge the importance of building the grassroots infrastructure, even though it might be challenging to do both through the same strategy. *"If you feel it's critical that change come from the bottom, up, then it's critical that the grassroots are resourced and have the capacity to lead change."*

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

Survey responses also underlined the importance of the MJF's role as a movement "feeder". The majority of grantee respondents felt that the MJF made a significant contribution to their work. Respondents from broader field and member funds also felt that the strategy of providing small grants to grassroots groups and marginalized communities has been significant. In response to the survey question regarding the most important contribution the MJF made, the most frequent reason given by grantees (by 69% of respondents) was that the MJF funded "work that no one else was funding". Likewise 65% of grantees felt that helping to incubate innovate models and approaches was the most important MJF strategy.

Comments that were reflective of respondents' assessments include:

"What happens if no one else is funding these smaller innovative groups? The work will fizzle out. Even if you have a great idea you'll have trouble winning if you can't get to scale. Even really bright dedicated people can only handle working as a volunteer for a few years before they burn out. If Prometheus [Prometheus Radio Project] hadn't been funded it would have fallen into irrelevancy years back, and loads of Low Power FM Stations wouldn't have their licenses."

Informants also discussed how the grantmaking strategy of the MJF was high-risk, which some saw as necessary to fertilizing and catalyzing new work. *"This work takes someone taking a high risk. No one else will do this – bigger foundations won't — they require bigger budgets, 501c3s, and present lots of barriers"*

LINKING POLICY AND CONTENT

There was also evidence that the MJF provided value beyond the boundaries of the original program theory, by supporting social justice media production and education projects, that were somewhat outside of the narrow funding criteria, but were shown to be an important strategy for building the media justice movement.

"There is a huge flaw in this movement – the division between media makers and media policy people. The MJF has been really unique in recognizing the role of media production in the media policy fight. This is different than saying we need policies to support independent media-makers. The ability to bridge this gap is not just a cool thing, it's a critical thing for our success as a movement.

The media reform movement has been characterized as having a lack of connections with content makers and producers. While activists and advocates have identified the need to connect the more abstract, inaccessible structural and technological issues with actual content that people engage with, the divide seems to still exist. Respondents praised the media justice fund's effort to connect these two sectors, and while perhaps this strategy wasn't explicitly reflected in grantmaking criteria grantees attested to their ability to not only connect content with policy, but develop a model of structural media change where content played an integral part.

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

PROVIDING FIRST-IN FUNDING

"The importance of small grants can't be underestimated. They can be leveraged to attract other money. This is especially important for smaller, community-based organizations. The first money in is validation."

The Media Justice Fund provided a number of organizations with their first foundation grants. Grantees felt that this initial influx of funds was critical both in "jump starting" them to move to another level of organizational capacity, as well as providing the important credibility and legitimacy that other funders were looking for.

On surveys, 67% of member funds indicated that they felt the MJF grants had been helpful in leveraging additional funding to support media Justice work; one member fund reported that they were able to raise an additional $15,000, and another that they were able to attract money from donors interested in media work.

Grantees and member funds provided the following comments on the importance of the MJF as an early funder:

"Funders are herds of sheep, they need someone to lead the way. In giving the first grants, MJF has been really important in this respect, and has definitely helped some of the [most prominent media justice organizations] reach where they are now."

The MJF grant was the first relatively large grant that we got. All the initial steps that we were able to take, the resources we were able to leverage, were driven by the MJF grants (both from the national office and from Bread and Roses). Our 2006 budget was $20,000 - all from the MJF in one way or another. All the work we did that moved us from the inklings of an idea, to an institution, which we are still figuring out, were facilitated and enabled by the MJF. That's a fact.

INTRODUCING MEDIA JUSTICE ISSUES INTO OTHER SOCIAL JUSTICE-FOCUSED GROUPS

The MJF brought new communities and actors into contact with structural analysis of the media. Activists working on other areas of peace and justice work, as well as new funders, were introduced to thinking critically about the media and communication systems, and visions for the future. While this may seem a very initial outcome, it addresses one of the biggest critiques of the media reform/justice movement – its inability to engage actors that are outside of the inner circle of media activism and policy change.

"I believe that the long-standing benefit of the grant program has been that a structural analysis of how media and communications interact with local social change efforts has been brought to the attention of activists who are focused on many other areas of Peace and Justice work who may not have otherwise had to think so deeply about this aspect of their work. This includes the participating grant committees, the participating fund staff, and participating fund board members and—perhaps in some cases, grantees too."

"We fund social justice and progressive social change. We now have a better understanding of how media justice fits into this. MJ is now part of the 'family' of what we will fund and encourage and support."— MJF member fund officer

In interviews, many grantees talked explicitly about the importance of the MJF as part of the Funding Exchange network of activist-led, community-based funders. Both the provision of grants for emerging media justice work as well as the education and engagement of member funds through workshops and convening opportunities were felt to be among the most important contributions of the MJF.

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

On surveys, 63% of member fund respondents gave a 4 or 5 rating to the MJF's contribution toward their understanding of media justice issues (on a scale of 1-5 with 1 being no contribution and 5 being a significant contribution). Sixty-five percent of grantees felt that their organization's focus on media justice work has increased since receiving a grant, and many felt that an important strategy is helping to connect media activists with other social justice issues. The majority of survey respondents from the broader field (74%) felt that the MJF makes a significant contribution to supporting organizing in marginalized communities around media and communications technologies to advance social and economic justice. Surveys also indicated that the MJF helped member funds to "get up to speed" in understanding media issues, and the connections with other Media Justice issues.

While critique from the member funds arose around the grantmaking criteria and the relationship between the national and member fund offices there was support across the board for having an infrastructure in place, such as the Funding Exchange network of community foundations, to decentralize and spread media justice strategies into new communities. Some member funds would consider funding media justice strategies even without continued funding from the national office. Informants also mentioned the activist grantmaking panels, generally led by people of color, as being an important factor in growing the media justice network.

Representative comments include the following:

"After two years of funding in this area, our staff, board and grant-making committee members have had extensive conversations about the issues of media justice, especially as it related to work being done in the south. We have held a region-wide training and two local trainings for potential grantees working in the field." – MJF member fund officer

DIVERSIFYING THE FIELD

Increasing diversity and pluralism were important concepts that informants used when describing the value of the MJF. Informants talked about the importance of diversifying the field as essential strategies for shifting the power base, ensuring that a variety of backgrounds and experiences were involved in decision-making, and feeding the new ideas and innovation. One experienced informant noted that he was pleased to find himself unfamiliar with the latest round of grantees, and with the fact that they came from places where little media justice activism existed.

81% of grantee survey respondents felt the most important strategy of the MJF was to help bring new and diverse voices to the media justice/media reform movement.

An important indicator of change in voice and leadership in a field is that its participants are asked to speak and lead at more mainstream conferences and events. A number of interviewees from the grantee pool as well as funders, noted that MJF grantees played increasingly prominent roles in these events, one example being the annual National Media Reform Conference.

These comments were illustrative:

"I don't want to lose a funding stream that is informed by strategies made up of people from communities supported by the MJF. We need a funder that isn't afraid to fund these types of groups. Look at the difference between the MJF cohort and the media reform cohort. These are very different people. Some funders will fund the reform group because they are not as scary."

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

SUPPORT FOR BUILDING NETWORKS AND SOCIAL CAPITAL

"The regional gatherings and briefings done by the MJF have been a key part of making connections regionally and locally, and an invaluable contribution to the sector"

A primary component of the MJF's program model is producing and supporting new leadership and building relationships and connections within communities for media justice work, through the creation of opportunities for education, engagement, and strategic convenings.

As described earlier, these strategies included community meetings to connect media and other social justice actors, workshops on media justice to educate member funds and their communities, and support to attend national gatherings such as the media reform conference. In some cases, grantees were provided with technical assistance support and small grants to encourage the development of collaborative initiatives. *"The network of media activist groups – MAG-net may not have formed if it wasn't for the MJF. Local, grassroots groups had the benefit of being coordinated with each other, and they still continue to work together and think about how to build the movement forward."*

Grantees discussed how these networking opportunities were crucial and allowed them to develop relationships with other advocates and activists, use one another as resources, and in many cases even work together. *"We went to the Media Reform Conference in Memphis in 2006 and were able to network with MJF people. We met with a lot of like-minded people, which was instrumental. We are working with a lot of those people now who have become strong advocates and resources for us."*

The highly acclaimed Knowledge Exchange, a three-part, week-long exchange between media justice activists and national policy advocates, was noted by many as an extremely effective strategy to both build bridges between these communities, as well as explore ways of creating shared policy agendas. *"I think one national bit that was clearly a success was the Knowledge Exchange. That wouldn't have happened as well, or maybe at all, without handholding from Hye-Jung. This was an act that helped really forge good relationships between Media Justice and Media Reform groups and individuals. Proof is that many of the people continue to collaborate."*

On surveys, respondents indicated that they attended MJF-organized events, and although their participation did not directly connect to their media work, it did help them to learn, network, and feel connected to a national landscape of media work. Grantees felt that events were useful for meeting potential partners, hearing about others' work, and learning about media policy and the state of the field. Two grantees indicated that workshops were especially useful for groups working with youth, for example by helping them to train young people in journalism. One maintained a website that received 18,000 hits and that they believed was *"an important node connecting community organizations doing similar work around the world and opening new potential avenues for [media] activism."*

One member fund also stated that it was helpful to be able to use funds for their own convenings, because they were educating themselves as well as their public, and another member fund was able to have extensive conversations and hold trainings.

"I acquired most of my information about what media justice work is, who is doing the work around the country, who is funding the work and how to engage the south more deeply in the work from attendance at these conferences." – Member Fund Survey respondent

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

BUILDING OF ORGANIZATIONAL CAPACITY

The MJF provided capacity-building grants to target areas of needed organizational development – such as technological infrastructure, board development, communication strategy and outreach. While there were questions about the effectiveness of small grants to bolster organizational capacity, and a few grantees who indicated that their work had stalled or they were struggling, a number of groups discussed that the grants gave them the freedom to address specific areas of need.

On surveys, the majority of grantees indicated that their capacity to do media justice work has increased since receiving their first MJF grant (92% who responded at least a "3" on a scale of 1 to 5). Grantees were able to grow their staff, board, networks, and capacity of community members/volunteers.

Several grantee survey responses related to hiring or being able to devote staff to a media project; others mentioned reaching a community base and network of leaders, creating a community media center, and developing and disseminating an educator's guide. One grantee explained that MJF grants are important in this regard, because they do not require a finished product and allow groups to apply funds to capacity-building:

"There is very little support for non-profit media work of any sort. Another problem has been that foundations usually want very specific goals: a finished feature film, concrete tabulated results for things such as legal victories, jobs regained, children immunized, etc. Media policy reform is more amorphous, difficult to measure and hard to define. MJF has had the faith to encourage the more subtle needs of media activists." – Grantee Survey respondent

Comments from interviews included:

"The MJF grant allowed us to think about where we are going, and how to get there."

The MJF emboldened our work. IF we hadn't gotten the capacity building grant, we may have defaulted to a more traditional fundraising model, rather than the network-based, decentralized one we adopted."

SUPPORT OF INSTRUMENTAL, TIMELY NEEDS TO ADVANCE POLICY WORK

While informants, especially member fund program officers and grantees, did articulate a critical stance toward what they saw as the narrow policy focus of MJF's grantmaking criteria, they also felt that the MJF grantmaking (both financial resources and technical assistance efforts) increased awareness of media policy issues, and stimulated groups to develop creative models of addressing policy concerns in a manner relevant to their communities.

"Given who were working with – folks fighting to keep the lights on and food on the table – media reform issues have been a priority, but not the principal priority, and getting some funding allowed us to focus on it. Without a doubt Media Mobilizing Project wouldn't have done policy work, if it weren't for the MJF funding. In doing this we had a concrete victory and forced the mayor to eat his words."

26.9% of grantee respondents felt that the MJF made a contribution to their ability to participate in local or national campaigns. These outcomes were discussed across the grant types, but the emergency response grants were mentioned as being particularly useful in terms of grantees' abilities to contribute to policy and organizing opportunities.

Part 1: EVALUATION FINDINGS— GRANTEE OUTCOMES, AND VALUE/ROLE OF THE MEDIA JUSTICE FUND

While causal relationships are difficult with complex policy change, and direct attribution nearly impossible, we can look at contribution to policy advocacy work that lead to concrete policy outcomes. The campaigns that groups contributed to were in the following issue areas: Broadband provision, low power FM radio licensing, the Digital Television Transition, PEG access, media ownership and net neutrality.

Grantees provided the following comments on the importance of MJF support for policy work:

"We were able to retain one of the top engineers and law firms for our LPFM radio application, and they prepared the whole package for our radio license."

"Emergency funding for political opportunities has been invaluable. We needed to get a bus to bring people to Seattle for an organizing event, and the quick turn around with the emergency response grant was really important."

"The immediate response grants were critical when we were transitioning our conference from one location to another, and shifting our mission and constituents. The grants allowed us to get the right people there, and to move to a social justice perspective. The MJF paid for housing and travel costs for groups that then came back the following year and brought more people."

"Another immediate response grant was for our media policy track at the conference. This grew out of the tension between media reform and media organizing. We felt we could deal with it creatively by creating a tracking on our conference to come together in a creative way."

"The interface between what we needed to do, and what the Media Justice Fund was funding was just fortuitous, with the broadband circumstances in South Carolina being so unique. While we were wondering how we were going to reach people, we got distracted with the policy fight, which if we won would mean we could keep 25% of the spectrum, and pave the way for universal high-speed internet access."

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

This assessment is meant to provide a retrospective assessment of the Media Justice Fund and its grantees, to understand what difference the fund has made to the media and communications tools and systems that support social justice, and to provide guidance on supporting this work in the future. This part of the assessment is meant to shed light on the path forward. This first section, Grantee's Change Model for Media Justice, highlights the particular model that grantees developed and found effective for advancing media justice. This model is important because it diverges in some important ways from the MJF initial Theory of Change, and so needs to be considered for future funding of the work. "Observations and Reflections" discusses and reflects on the questions and critiques that arose during the assessment, and the second takes the sum total of what we have heard from the field of Media Justice actors and allies, and offers concrete recommendations for moving forward.

GRANTEES' CHANGE MODEL FOR MEDIA JUSTICE

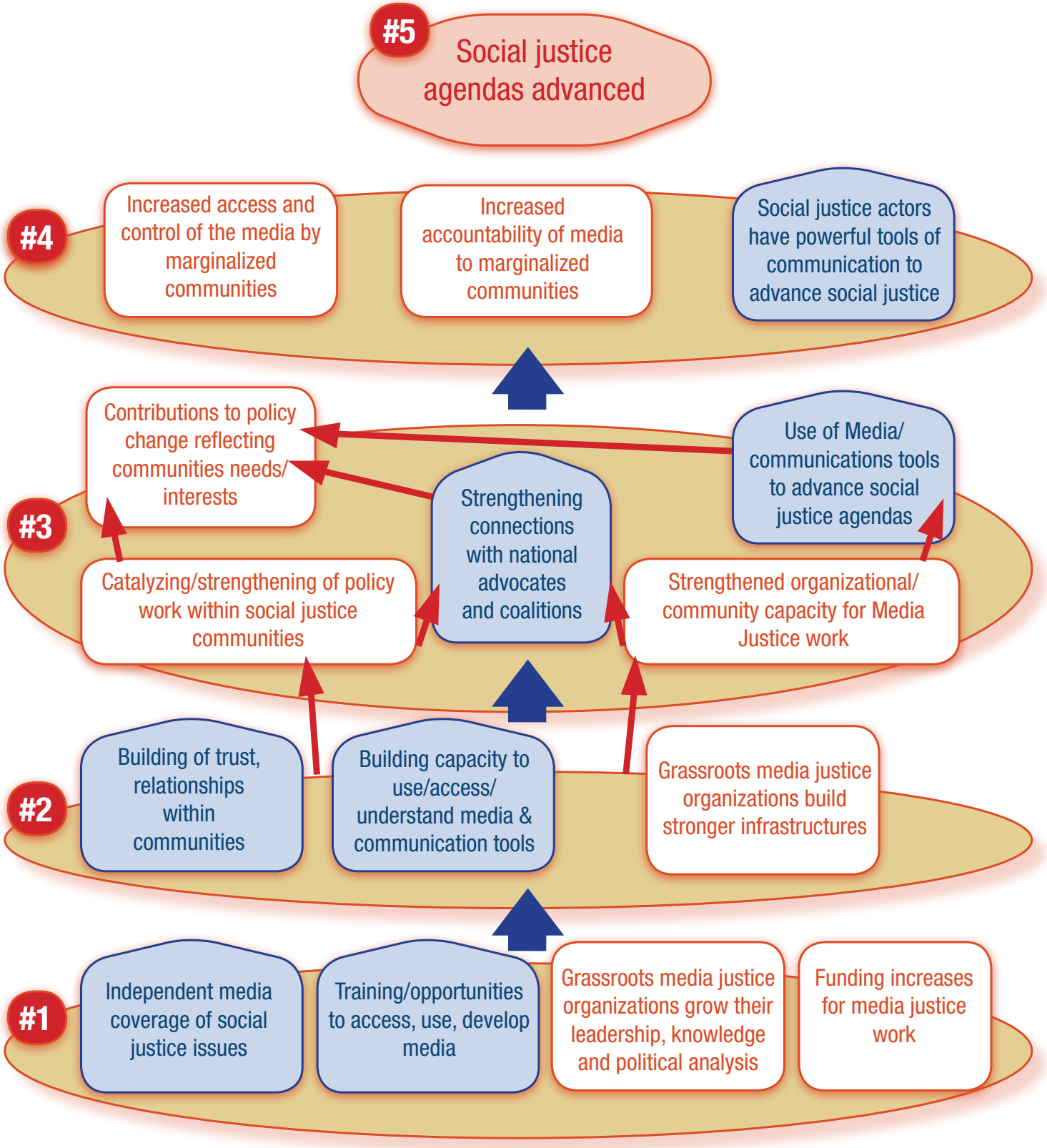
What is the work to bring about structural change to support social justice agendas? What does it look like? How does it work? What are the key strategies? What does progress look like? What are the necessary conditions to move forward on a trajectory? These are questions that activists, funders, evaluators and others struggle with around any issue, but we find that with media and communications these questions point to exceptionally elusive, even divisive issues.

Grantees and sector allies revealed a series of pathways that grantees articulated as models for how their work contributed to structural change of the media and communications system. While this change model (illustrated in the diagram below) does not depart from the funding strategies/change model that the MJF funding strategies were based on, it reveals some important differences in emphasis. Grantees have leveraged grants in innovative, relevant ways to respond to media justice needs in their particular communities. Current and future endeavors to support media justice work would benefit from considering the models and strategies that activists and organizers feel would lead to systemic transformation.

Below the map we discuss some key features of the change model, as well as discuss how it differs from the MJF TOC mentioned earlier in the report.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

MEDIA JUSTICE FUND THEORY OF CHANGE EMERGING FROM GRANTEE PERSPECTIVES



Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

Grantees that had effectively progressed through the change model were definitely groups that had a certain number of other factors "in their favor" such as a specific political opportunity, or leadership that was already educated and engaged about structural media issues. (See below "Factors Which Influence Progress"

However, there were certain strategies that these groups prioritized that we can point to with some confidence as effective for advancing media justice work. These strategies, which are highlighted through the grantee change model, help to build an engaged constituency for structural media/communications change.

We start by looking at the MJF's initial TOC and the grantee change model side-by-side, followed by further discussion of the specific grantee strategies and outcomes which emerged from the assessment. For ease of reference, both the MJF initial TOC and the Grantee Change Model are labeled with level numbers, and outcomes that are new to the grantee change model are denoted in a pentagon shape.

At the top of the original program TOC and the grantee change model, at layer 5 we have ***"Social justice agendas advanced"***. However, the outcomes below this, in layer 4 differ in the two models. While both share the outcomes of increased accountability and increased access to the media, the grantee model adds ***"Social justice actors have powerful tools of communication to advance social justice"***, emphasizing the use of tools to advance justice agendas, rather than "improving" the media exclusively through policy interventions.

Another difference in the two models can be seen in layer 3. In the MJF TOC, the only outcome leading to layer 4 is ***"Contributions to policy change"***. While many informants saw local, state and national policy change as important outcomes, short-term policy objectives were often not seen as the ultimate goals, nor was policy focused work seen as the most effective way of achieving longer-term structural change. Respondents were often critical of this outcome being the exclusive focus, and discussed the media reform strategy, which they felt was more short-term policy focused, as needing to balance the media justice strategy, which implied a broader social change analysis. *"I don't see media reform and media justice as mutually exclusive. The mainstream thing is to assume that media reform is the primary strategy. This is short-sighted and won't provide an adequate solution.*

"Don't get caught up in the top-down policy work; that may open up opportunities for communities to access media, but it won't be used if they don't have the capacity to use it – it will continue to be used by those that already do have the capacity — for example, in the South it is the churches."

In the grantee change model we then see the added outcome ***"Use of media/communications tools to advance social justice goals"***. This was not such an explicit part of the MJF initial TOC. (For example, this is reflected in the grant criteria on the Funding Exchange website, which clearly indicates support for groups that are organizing around specific media policy issues (net neutrality, national broadband, media ownership, etc.).

"Fixing the policy system is only part of the picture – what needs to happen is for social change actors to have the powerful tools of communication. In order to do this they need to understand how to use the tools, and develop ones that suit their needs."

This new outcome, ***"Use of media/communications tools to advance social justice goals"***, is also linked to ***"Contributions to Policy Change"*** based on grantee feedback that the development and use of these tools informs policy needs and visions.

Also in level 3 of the grantee change model is ***"Strengthening connections with national advocates and coalitions"***. This valued outcome is best exemplified by work done through the Knowledge Exchange. While a focus on this outcome evolved out MJF staff planning and reflections, as well as from the grantees work, the need for relationships with national advocacy actors, in order to push for policies reflecting community needs, was not explicit.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

In level 2, the outcomes ***"Building of Trust Within Communities"*** and ***"Building capacities to use and understand media"*** are new to the grantee change model. Then, in level 1, the outcomes ***"Independent media coverage of social justice issues"***, and ***"Training and Opportunities to use/access media"*** are considered early outcomes, or preconditions for the layer 2 outcomes. We see here the engagement with media is seen *as a transformative process for both individuals and communities*. Groups needed to build their understanding of the effectiveness of media tools for their work, as well as their capacity to use these tools. Given this, groups were clearly prioritizing opportunities and trainings to understand and use media. Changing the rules so that people had access to the tools of production and communication made little sense if they had no idea of how to use the tools, or how they could advance other sorts of justice agendas.

Our definition of media justice is to empower people at the margins of society to create their own media and to use media to organize and transform their communities. Media policy reform is a piece of media justice, and within this we prioritize the leadership of those people most effected by harmful media policies to design new policies."

Some grantees found that providing a service, such as independent media coverage of an important event or situation, helped advance the organizing agendas of the groups involved. Such work provided an entry point to engage people around the role and importance and potential of media and communications tools, and helped them focus on the structural issues that limited people's ability to take advantage of these tools. A number of groups found that this was the key entry point, or first step, for groups to prioritize media and communications activism.

"Our MJ work was built around journalism, not even production. The taxi workers didn't have anyone to cover their stories, their relationship building to the TWA started by making sure there was someone there that would cover the issues from poor and working people's perspectives, and then get that message out. This was key for building trust. After this, important things were put in place, like creating a structure to make sure that these groups were at the lead, making sure that these people's direct needs were met. For poor and working people media and communications is high up there – their actual needs to live. Having someone offer these services, and build relationships is important. People realize they need communications to live. To give them that, to create a process where this is produced and gained, isn't unlike giving breakfast to folks in past movement building moments"

These strategies were particularly important in communities who were new to thinking about the structural implications of the media, and which lacked an active media justice community. *On surveys, member funds indicated that the shift in funding priority to a strict policy focus "does not reflect where many small local grassroots organizations are in the life cycle of a media justice organization" and confused the understanding of media justice as the MJF is defining it.*

Finally, grantees discussed that through a transformative process of learning, understanding, and engaging with the media, communities took the next step – thinking critically about media and communications, and their impact on social justice, democracy and everyday lives. This process was seen as essential to creating the capacity and agency to organize and advocate for structural policy change. A key message here was "there are no short cuts"

"In order to shift the media landscape, we believe in giving people skills and opportunities to participate. We want to transform the way media is done, so that it is more open and participatory. That is why trainings are so important – rather than just creating media for people. We recognize that it is not just giving people the skills; there are real structural issues that impact people's ability to participate, which is why we started engaging with media policy. We want people to see that there were ways of creating more opportunities through the media policy field. This is comprehensive media justice, media literacy. The idea that people have the capacity to determine their own communications future, through an understanding that comes with a traditional idea of media literacy, combined with a capacity for production and thru advocacy determining rules and regulations and technological processes that structure media creation and distribution. "

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

"There is a difference between trying to engage people in a media policy campaign and building their media capacity, including an understanding of media that includes an analysis of policy and technology. Training in production has short-term leverage, but critical consumption, and understanding of policy and social relationships, which continue to be bonds for short-term leverage – I trust you, so I'll sign for a short-term policy work."

Grantees also underlined that this process was not only critical for engaging communities in structural change work, but also for collectively gaining a better understanding of how policies impact communities, and the best process for ensuring policies will support and advance their needs.

"We learned everything about cell phones, and what key points of entry are – cell phones, calling cards, television. We wouldn't be working on DTV as a gateway if we hadn't learned that the wire into their home is the TC and the internet is secondary. We wouldn't have gone into white spaces if we didn't then understand the importance of mobile access. We learned that broadband policy is a very top down process, with people with technological privilege on top – with those participating most who already have broadband access. Just like you can't make policies around housing/homelessness without involving the homeless, we want to do the same with access to communications."

A review of funding proposals, grantmaking criteria and funded work gives evidence of the implications of these different models and priorities largely in the MJF grantmaking strategy. In cases where groups were funded for development of media and communications tools, training/education opportunities, or support of community-controlled media, it was often if the grantee was able to tie the work adequately to policy change, as this work wasn't articulated as a significant part of the change model. So while the value of media education and creation of independent and community media infrastructure was valued, the MJF privileged policy work and implied a timeframe and model of change that differed from the change models and pathways that emerged from the interviews and surveys.

"Ultimately what we are talking about is leadership from the social justice community, but there needs to be a certain amount of leadership and capacity building in order to develop this relationship. You can't just be "clever" and expect this to happen."

"We prioritize the tools of communication. Even if the political system works, and people are voting better because they know more about the issues (result of better media system) there will still be oppression and the inheritance of oppression. This is nothing to do with elections, there needs to be more participatory communications tools that can advance social justice. We do policy not because we are interested in telecom law, but see it as a strategic opportunity for grassroots social movements to get a big chunk of power. Sort of like when in a revolution people grab the radio stations, well it's just that we are working in a context where you can't 'go and grab'."

"We don't start all at once. We had a long-standing relationship with organizations when we first started working on media policy. There was a lot of trust and openness to what we'd be bringing. In the course of teaching people about production we also engage in discussions, integrate small elements of media policy into the trainings we do, and get people to think critically about policy issues."

Important point about comparing the two TOCs

While we have shown important differences in the assumptions underlying the MJF and the Grantee TOCs, we also feel that if MJF program staff and grantees came together, there would likely be much consensus. A fully participatory TOC would have aired such mitigating factors. The MJF (summary) theory of change was perceived and understood without exploration of such issues as funding pressures, internal MJF planning issues, and communication strategy considerations, which all have implications for how the MJF theory of change was perceived and understood.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

FACTORS WHICH INFLUENCE PROGRESS

The assessment clearly showed that groups that had reached higher layers of the change model had satisfied the earlier preconditions or shorter-term outcomes, illustrating the viability of their model. So, for example, groups that had been successful in engaging their communities in pushing for changes in public policy, had successfully built trust with communities, built the capacity of communities to access and use media to advance their own agenda, and in most cases built indigenous leadership for change. Likewise, groups that had strengthened their political analysis and funding levels, were better able to build the media justice movement, through building of networks, advancing a media justice framework, etc.

There were, however, a number of other factors to consider, which weren't necessarily related to the pathways mapped out earlier. For example, clearly some grantees and communities, primarily those supported by, or part of the local member fund communities, were necessarily at the very beginning of their efforts to engage their communities in media work – given this and the short time frame of this assessment, these grantees were still at the earlier levels of the change model. While the assessment wasn't meant to be a comprehensive investigation into the progress of each individual grantee, conversation and survey findings did present a number of external factors related to the "progression" of grantees to higher layers of the change model. These factors are important for the MJF, funders and other activists in judging how "successful" a group is and in order to have a better understanding of how to achieve the goals of the MJF and media justice work more broadly.

1) Access to funding, ability to attract other funding

While access to resources is possibly the most obvious factor in the success of advocacy and movement- building groups, the groups that were considered "models" of media justice – those groups whose work was often cited, and who were often asked to speak on behalf of the work — had managed to make a strong case for their work, and articulated their strategies and outcomes in a language and within a framework that funders could understand. Perhaps not coincidentally, the leadership in these organizations was largely (but not exclusively) composed of white, well-educated men – People's Production House, Media Mobilizing Project, Center for Rural Strategies. One exception is Center for Media Justice, with People of Color leadership, possessing a high level of political knowledge and sophistication, as well as recognition in and access to national advocacy and foundation funding circles, not equaled by many other organizations of MJF community-based grantees. This is presented as nothing more than an observation, with the hope that it might inspire (or incite!) some discussion.

2) Connections, depth of relationships in the community, and policy advocacy experience

Groups that had deeper ties and well-developed methodologies for working with their communities, skills and experience doing policy work on other issues, were logically better positioned to build on existing trust and leverage their pre-existing advocacy capacity to move work forward. For example, the Center for Rural Strategies has significant experience working in their community, advancing policy work through media, so therefore the path was already paved in many ways, to engage and activate a constituency around media/communications issues.

3) Clarity of strategy

Groups that had within the leadership someone who had experience and commitment to media justice/change issues were clearly better able to strategize, take advantage of opportunities and pass over obstacles. Both Prometheus Radio Project and Media Mobilizing Project have leaders who personally prioritizes issues of media justice. In other cases, while developing leaders were interested in the issues, the learning curve was much greater.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

4) Specific policy opportunities that arose

One of the most important factors was the specific policy opportunities that arose in certain geographic locations, and which connected to issues of relevance to certain communities. For example, the Main Street Project was working with an issue highly relevant to their constituencies (rural broadband deployment and one that offered a concrete and accessible "win" or "lose" to engage and mobilize around. Likewise, the South Carolina Progressive Network Education Fund received a MJF grant at what they defined as an "opportune time" as the state was addressing the transition of its education broadband system. This demonstrates that while groups understand the immense importance of the future regulation of the internet to social justice concerns, if there isn't an entry point that constituencies can relate to their immediate lives, they won't take action.

In sum, if we look at the initial TOC presented on page 13, we see that the MJF was giving priority to groups that had progressed further along the trajectory, which we can say was at least in part related to the above factors. The question is (which we address below under funding strategy), what is the impact of this funding preference on building a movement?

For example, the opportunity and proximity in time for policy change is worth highlighting as a factor in whether a group (sophisticated or not) is likely to reach a policy change outcome. Readiness for when such an opportunity arises may amount to the same thing, but cannot be measured until there is a successful experience.

MJF: REFLECTIONS AND QUESTIONS FOR FUTURE SUPPORT OF MEDIA JUSTICE WORK

OVERALL STRATEGY: FUNDING AN ECOLOGY OF WORK, VS. TAKING ADVANTAGE OF STRATEGIC OPPORTUNITIES

There was an ongoing tension that emerged throughout the interviews. On the one hand, interviewees questioned the overall strategy of the MJF, specifically if it was making the best use of its limited resources (two million dollars) to "move the needle". For example, one respondent criticized the MJF for "randomly throwing money at social justice groups without taking into consideration the resources available, the timeline, and specific political apertures". This same person felt that there needed to be more strategic effort to build on opportunities and connect up grassroots groups with national groups who had the clout and sophistication to create leverage for needed changes.

On the other hand, as discussed in the section on how the MJF has contributed to movement building, many interviewees prized the work of the MJF in supporting new and emerging groups with innovative ideas. As one respondent mentioned, "not everyone is ready to sit at the table with the New America Foundation". Another interviewee who had been quite critical of the MJF, paused for a moment of reflection and pondered, "Maybe the only way to find leaders is to fund lots of groups and see what emerges?"

Likewise, another grantee discussed how there was an imminent opportunity to help a number of groups apply for low-power radio stations. This group had applied for the grant and hadn't received it. The grantee reported feeling frustrated at the time with so much at stake, but then discussed the importance of funding an "ecosystem of work" with someone seeding the smaller emergent groups.

Interviewees felt the MJF needed a more deliberate strategy to contribute to the media reform/media justice movement, also that funds should be channeled to a select number of local groups who had the capacity and connections to build a more strategic alliance with a shared policy agenda. Survey respondents' recommendations included larger grants, more funding to "regional players," and dispensing grants to two or more grassroots organizations in partnership with a community access organization.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

THE MJF'S LEADERSHIP ROLE & FUNDING

The MJF was expected to increase funding for media justice work. While two member funds did discuss raising additional funds for media justice work, and the MJF has a few individual donors, funding for media justice work did not substantially increase. Our interviews suggest two contributing factors: the lack of a real fundraising capacity and mandate at the MJF national office, and the fact that the MJF was seen as a "Ford Project" which deterred other funders from becoming involved.

GRANT SIZE

Another important consideration was the strategy around both the size of the portfolio itself and the size of the grants. The grants ranging from $5,000 to $25,000 were spread quite thinly over the sector of grassroots media justice work. While the intention was to augment this funding with grants from other sources, this didn't happen in any significant way. Given the challenges surrounding media policy work, and the independent way the fund was established, perhaps this was unrealistic.

The Capacity Building Grants in particular were meant to help organizations with their "basic financial needs, allowing them to focus their energy on organizing and advocacy efforts". While groups indicated both in surveys and interviews that they were certainly able to build capacity and achieve results with their grants, in many cases they noted the size of the grant, and the lack of secured multi-year funding, was far from fulfilling the promise of building any longer-term sustainable infrastructure. As one survey respondent remarked, *"The initial grant brought us into existence. But it's so woefully inadequate to meet our needs! The grant was so small that we might have been better to wait for start-up funds from another source, since we now can't qualify as a start-up anywhere else and can't find operating funds."*

As another interviewee pointed out, few MJF grantees have become institutions, and this was clearly an expected outcome in the initial change theory the program was based on – strengthening of organizational infrastructure. Given the size of the grants, and the strategy of seeding lots of new organizations and projects, perhaps the objective of institution-building, if not in conflict with the MJF role of encouraging new leadership, is at least unrealistic. As many grantees recommended, to build sustainable capacity one needs more substantive, multi-year grants.

Therefore, the ability of the grantees to achieve expected outcomes depends much on external factors such as funding from other sources. It is unreasonable to judge the success or failure of certain grantees to reach some of the longer term outcomes, if some of the preconditions, or shorter-term outcomes are not in place, such as a range of funding sources, necessary for organizational capacity and institution building.

Informants discussed the value of the CMC (Community Media Collaboration) grants and the Media Advocacy Toolkit Grants, both used by grantees to build their relationships with communities, including education and training to build the capacity to use and develop media and communications tools. Again however, as with the Capacity Building Grants, people criticized this strategy for not providing larger grants for groups to work together to advance a strategic agenda on a longer-term basis, which was needed to "deliver on the promise of the media justice movement". This was noted too as the main reason for survey respondents feeling the MJF strategy wasn't relevant. As one commented, "You aren't leveraging small funds to do big things together."

Other informants, who didn't see the grants as being meant to meet a general operating or overhead costs need, clearly felt the grants were not too small. "You never know who the next Prometheus, MMP might be". The question seemed to be "what else can we package with our small grants" -- to open up resources, help leverage, etc.

The Immediate Response Grants were also highly valued, given their effectiveness in responding to immediate political opportunities that required small amounts of cash – such as renting a bus, or travel funds to participate in a meeting.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

THE POLICY FOCUS

Survey informants repeatedly described an over-emphasis by the Media Justice Fund on policy work, at the expense of organizing and movement building priorities to build the media justice sector. Frequently, informants felt that this policy emphasis wasn't necessarily deriving from the MJF program officers and staff, but rather from something imposed on them by the Ford Foundation, the primary funder of the MJF. *"The Ford Foundation has a legacy of applying power, and I think the MJF has been a vehicle through which the Ford Foundation pressured media activists to address policy in a fairly narrowly defined sense".* This finding wasn't surprising, given that funding intermediaries, such as the Media Justice Fund, often find themselves having to negotiate competing priorities.

This policy focus critique was voiced most clearly by the member fund officers. In most cases, media justice work was far less rooted in their communities, and in many cases not at all. In most of their communities, grantees were at earlier, lower levels in the grantee change model and thus their lack of a "policy lens" and the narrow policy criteria and definition made it difficult to foster the work in their communities. Many of the member funds and their grantees discussed the importance of media production and training, and media literacy and leadership development as core media justice strategy for them. A contributing factor to their frustration was also the relationship between the member and national offices.

"The MJF guidelines are telling us to fund policy, but our communities aren't at that point yet. They (communities) are still at the production level, at the early leadership development level": They discussed a number of needs/interests in their communities such as training around how to access info through the Freedom of Information Act for community journalists, but it was hard for one program officer to understand how this is "policy". On surveys, member funds told us that they felt that the MJF should ". . . drop the whole research/policy thing" and notedthat "our communities are just not at that point yet".

"Community organizing is not the purview of the groups who work on policy. I can't tell you how difficult it was talking to groups about how to organize around media policy. Everyone had a different take on what was meant by shifting policy. There was a group that was a shoe in for a MJF grant — they called me and said, we just don't understand this policy stuff."

Groups discussed the importance of meeting people where they were at, and were resistant to creating programs to fund work that a foundation "felt needed to happen, in a way it needed to happen. There was a sense that this was especially true given the limited size of the grants and the MJF portfolio altogether.

A number of grantees, while acknowledging that it was important to not let the "funding tail wag the dog", felt that this "pressure" had led to some interesting innovations. *"While I don't know if that pressure has been organic or healthy, but I'm also not sure it's been an entirely bad thing. It's bad in that it's unaccountable, however I think a lot of organizations have been innovative in adapting a policy component into their work."* This viewpoint came mostly from national groups who had more familiarity with media justice-policy focused circles.

Interestingly, conversations with the Ford Foundation program officer that funded the MJF provided a different perspective. Her feedback suggested rather that she had not been directive in the design of the MJF, and that the Funding Exchange had the freedom and responsibility for designing and developing the funding program and strategies. In her opinion, any perception from the field that that the MJF was funding narrow policy work, and a Ford agenda, was due to a lack of effective communication on the behalf of the MJF. These divergent perceptions underscore a need for clarity and transparency around decision-making. They also reveal a need for funders to not underestimate the influence applied to grantees, through seemingly innocuous interactions such as informal conversations, and requests for quantifiable outcome metrics. The power imbalance inherent in funder-grantee relationships often puts grantees in the position of trying to decipher a grantmaker's needs, interests and intentions. This interpretation in turn influences program decisions.

Despite or because of the seemingly policy oriented criteria and priorities grantees were able to develop and in some cases continue building media justice methodologies that were appropriate for their communities.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

STRATEGIES FOR CONNECTING SOCIAL JUSTICE AND MEDIA JUSTICE WORK

A core component of the MJF change model was connecting media justice and social justice groups working on other issues, with the objective of encouraging these other social justice actors to "take up" media justice work. Both the grantee groups interviewed that were new to media justice work (generally grantees of the member funds), and the more established media justice groups working with communities, cited factors that pointed to some flawed assumptions in the MJF strategy. To start, these "other" social justice groups are all overworked. Expecting them to participate in collaborations that they see as mostly peripheral to their core agenda is unrealistic at best, and at worst taxes their already stretched capacity.

Based on a reading of the program literature (including funding proposals), and initial conversations with program staff, there appeared to be the assumption that social justice groups would be willing partners for media justice activities and campaigns, if just given funding to work together. As one grantee found, *"Media issues are esoteric. MJF was included in misunderstanding about how esoteric, about issues around class and culture. A lot of the work just doesn't resonate."*

Media education and capacity building were not explicit parts of the media justice fund strategy. Looking at grantees who successfully engaged new communities, as well as the progress and challenges faced by the member funds, we think future funding of MJ work would benefit from a better understanding of what kinds of strategies build these bridges.

THE TERM "MEDIA JUSTICE" IS AT TIMES PROBLEMATIC

We found that the term "media justice" meant different things to different people, and to some, meant nothing at all. *"We don't use the term 'media justice' except in our funder applications."* Most often grantees discussed that very little of their work fell into the narrow category of "media justice"—at least as they felt it was being defined by funders. They felt their work at the intersection of media and social justice was very multi-faceted, much broader and deeper than policy change, and included methodologies such as education, training, organizing, and content production along with policy advocacy, to different degrees. In fact, in many cases people discussed media justice and media policy as two separate types of work altogether.

A number of Funding Exchange member fund officers noted that very few applicants for MJF grants understood what Media Justice was, as defined by the Fund itself. Related to the discussion above on the policy-focus of the program, these program officers felt like the MJF needed to start with the definition of media justice with which the communities work.

Reinforcing the sense that the term "media justice" was problematic, another funder reflected that media justice work didn't resonate with other funders, "who could barely understand they needed a 'media strategy' so the whole idea that the media needs to be changed is really on the back burner…They know it needs to be changed, but it's such a big unwieldy thing that they have no idea how to change it."

DOES THE STRUCTURE/PRIORITIES OF THE MJF REALLY MATCH WITH THEIR MANDATE OF SUPPORTING THE LEADERSHIP OF PEOPLE OF COLOR?

A number of comments made by grantee organizations, as well as observations of the leadership of groups that were able to leverage Media Justice Fund resources and build institutions in the field, raised important questions around how the Media Justice Fund was contributing to building the leadership of people of color.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

An assumption is that building the leadership of people of color in marginalized communities needs to take into consideration the realities of these communities – the levels of education, skill, knowledge, and other capacity issues, and design interventions with and around these factors in order to build and strengthen these capacities.

If we look at the leadership of the organizations that were funded as they were emerging, and have managed to make significant progress by the MJF benchmarks—the poster children of the MJF—we see that they all possessed high levels of education, political sophistication, understanding of policy issues, and perhaps most suggestively, were comfortable with the frameworks, language and culture of funders and others involved in setting the agendas and frameworks for media reform work. Not surprisingly these leaders were often white males or members of another demographic with equally high levels of political sophistication, knowledge, and leadership skill.

It is worth considering the type of leadership that is privileged by the MJF funding criteria and priorities.

"We are a people of color organization, and have made mistakes. We have said our constituents would be leaders, and this means different levels of capabilities, different capacities. We have felt that higher educated white people with better access are more eligible for funding. Feel it is institutional racism that we have to complete with white people, because we have actual leadership of communities of color. Why do communities of color have to live up to higher standards? Another form of institutional racism is how you define capacity. Does having education mean more capacity that someone who lives a contradiction?"

GOING IT ALONE…

While informants discussed being consulted and involved in initial planning and conceptualization about the Media Justice Fund, most felt the primary impetus for the MJF came from the Ford Foundation, and that Ford continues to be MJF's major owner—specifically, a program officer of the Electronic Media portfolio in the Media, Arts and Culture program. One of the challenges faced by the Media Justice Fund from the beginning is a lack of funding support and donor engagement beyond the Ford Foundation. While the fundraising capacity of the MJF staff may be contributing factors, a number of people observed that there wasn't any concerted effort at the beginning to engage other funders before establishing the fund. This sense that the MJF was a "Ford Project" seemed to be exacerbated by the fact that the program officer involved in founding the fund had a strong sense of ownership of the fund, its shape and direction. However, a number of interviewees noted that after the MJF's establishment, the Ford program officer funding the MJF made concerted efforts to engage other funders, but was met with lukewarm responses.

Today, as the MJF needs to look for funding beyond Ford, this lack of any base of buy-in and engagement from other funders makes fundraising challenging.

MJF STRATEGY DEVELOPMENT

A number of comments and reflections from grantees, other funders and allies pointed to the need for a more developed, deliberate strategy for supporting grantees and growing the fund.

People sensed the need for a more systematic process for tracking and assessing grantee progress and outcomes, and having this intelligence inform grantmaking. This was felt to be especially important with the highly experimental approach that the MJF was taking. Informants also felt that tracking and documenting was important in contributing to a fund communication strategy, in order to help promote the MJF and make a case for the grantees and their work.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

As has been noted, one of the roles played by the MJF has been coaxing new work into existence, and supporting new leadership. A number of people interviewed questioned the capacity of the MJF to provide the level of technical assistance needed for these fledgling organizations. It was also felt that what many of the groups needed was fundraising support to help make new organizations sustainable, and a number of informants didn't feel that the MJF had the capacity to do this effectively.

While this wasn't a critique of current MJF leadership, which was valued highly, the question was more around differing skill sets and the realization that one person couldn't necessarily do everything.

NATIONAL OFFICE & MEMBER FUNDS

Interviews and surveys provided feedback about the manner in which the MJF implemented the program through the member funds, which had important implications for program outcomes.

On one hand, member funds praised the training and workshops given by the MJF, particularly those conducted in late 2008 and 2009, and felt that this was an important strategy for program officers to learn about media justice and how it could be funded in their own communities, and then how to design trainings and workshops to work with current and potential grantees. The member funds also felt that attendance at the National Media Reform conference was valuable in helping them learn and build networks.

On the other hand, there was both a sense that the MJF was to some degree acting as an instrument of the Ford Foundation in forcing member funds to implement a set of priorities that were inconsistent with their change model, values and realities of their communities. Interestingly, feedback around this was not uniform, and it appeared that some member funds had had more extensive dialogue with MJF national office and had been able to leverage the grant money to support and encourage media justice work in a way they felt was appropriate and productive. Conversations seemed to indicate that member funds that were engaged in more, or deeper dialogue about the goals of the MJF, possible strategies and the flexibility of the criteria for different communities had higher levels of satisfaction with the MJF and were better able to support this emerging work.

When initial evaluation findings were presented at the annual skills training workshop of the Funding Exchange, we were told that there needed to be more systematic communication between the national and member fund offices and especially assistance with fundraising (the most recent grants to the member funds were supposed to have been matching grants. Member funds discussed this being particularly challenging.)

There also seemed to be a resistance to the national office receiving funds and regranting the funds to member fund offices. While this desire for autonomy is understandable, many larger foundations are unlikely to fund a network of smaller foundations.

-Should MJF (national office) and member funds have been involved in a more deliberate conversation about how to raise funds and cultivate donors? This didn't seem clear to anyone, and informants lacked a common understanding (in our discussion) around the need to "match funds". There appeared to be no structured process for communication between the national office and member funds: one informant suggested that this could have included a regular conference call to check in and see how fundraising was going. This seems to be a larger issue for the FEX as a whole -- thinking about how to bring new people into foundation through certain issue "hooks". We note there is no development or communications person on staff at FEX and these responsibilities now fall onto the plates of the individual program officers. Informants saw a need to create a space for these conversations to happen.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

KEY ISSUES FOR THE FUTURE

Another consideration here is the overall theory of change undergirding the program and that of any current or potential funders. A community-organizing model that emphasized the shifting of power through building of leadership does not prioritize short-term policy gains over incremental increases in a community's political awareness, analytic ability, and organizing skills; this change model assumes that the shifting of power and more egalitarian distribution happens through the contribution to policy change as one strategy, and sometimes not at all. These shorter-term outcomes are often called movement-building outcomes (also called process outcomes) and are often considered unsatisfactory to large funders such as the Ford Foundation, as they are perceived as "unstrategic" and difficult to measure. While there are exceptions, and there appears to be more acceptance of other community/movement focused change models, this is the context most foundation funders are working in.

Given these factors, the question to be addressed for the future of funding Media Justice work.

POLICY CHANGE VS. SOCIAL CHANGE?

- Whether intended or not, the MJF prioritized short-term policy outcomes. While there needed to be opportunities to fund discrete political opportunities, the work of building constituency and citizen engagement needed to be prioritized. The difficulty around this is that the Funding Exchange (or any funder) needs to be comfortable with, and able, to declare community and movement building outcomes as legitimate milestones on the way to longer term change.

RESOURCE LIMITATIONS AND FUNDING STRATEGY

- With limited funds to grant, should the funder be more selective of who is funded? Is there a way to take resource realities into consideration, while still reflecting the overall value the MJF has provided, as demonstrated in this assessment? Informants made a number of specific recommendations which included:
  - Funding for specific collaborative projects, that have the greater likelihood of "going to scale"

DO GRANTMAKING CRITERIA NEED TO BE NARROWED, OR OTHERWISE MADE MORE STRATEGIC/DELIBERATE?

What have we learned are the important factors to look for in grantmaking? For this question, we can look at what emerged from the MJF Grantee Change Model. We can see that the following funding strategies would be important:

- Support for groups that were using media production and training to build capacity to access, use, and develop media to advance social justice
- Support for constituency-based groups, with strong community roots, to take advantage of immediate political opportunities
- Support for more participatory decision-making around media policy, and promotion of a justice/rights based framework around media change work

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

SHOULD THE MJF SHIFT FROM A GRANT MAKING TO A TECHNICAL ASSISTANCE ROLE?

Feedback from the assessment conveyed the sense that some of the real value of the MJF to grantees came through the technical assistance activities it conducted. This included:

- convening and training activities such as
  - workshops for member funds
  - the Knowledge Exchange
  - community networking meetings for media justice and other social justice activists
  - funder briefings
- direct technical assistance such as
  - making introductions
  - indicating resources
  - providing expert advice from the perspective of trusted "expert" community-based organizer and ally funder.

Grantees also mentioned their desire to "nurture" new groups, and one suggestion was providing a fund for grantee (or ex-grantee) peer mentoring and support.

"A little bit of money well spent could be more effective over a long term than a big one-time splurge. I believe that the long-standing benefit of the grant program has been that a structural analysis of how media and communications interact with l ocal social change efforts has been brought to the attention of activists who are focused on many other areas of Peace and Justice work who may not have otherwise had to think so deeply about this aspect of their work. This includes the participating grant committees, the participating fund staff, and participating fund board members and—perhaps in some cases, grantees too."

HOW CAN A FUNDING PROGRAM BUILD LEADERSHIP AND POWER IN MARGINALIZED COMMUNITIES?

- Findings from this assessment provide some important insights into what it means in practice to prioritize leadership from communities of color. While the MJF did make grants to community groups led by people from marginalized communities, it was clear that the groups held up as examples were led by people whose education and background allowed them access to and comfort with funding institutions and other influential actors, and a fluency with policy language and strategy. While a case can be made for the need for someone to "move the pile" regardless of who they are, clearly a focus on policy outcomes put people from marginalized communities at a disadvantage. Given this, a much clearer articulation and prioritization of the community and individual level outcomes which inform funding criteria is needed at the least.

HOW DO YOU HELP "SUCCESSFUL" GRANTEES MOVE ON AND "UP"

- A number of grantees who had received multiple grants from the MJF were starting to effectively build their capacity, attract funding from other sources, and move ***"up the food chain"***. These groups and programs had been effectively "catalyzed" and supported at their initial stages and it seemed appropriate that they become grantees of other funders, and leave the MJF portfolio, thereby freeing MJF funds to incubate more work. Groups in this position wondered both how the ***MJF might play more of a leadership role*** in helping make this "introduction" as well as how they themselves might "mentor" other MJF grantees.

THE DEFINITION AND FRAMING OF MEDIA JUSTICE

- There was a strong sense from informants that the term "media justice" does not resonate, which was coupled with an understanding of the value and need for structural change of the media system. Separating this work out as a separate program almost seemed to further alienate it from other social justice work, rather than prioritize it. Perhaps funding through another program areas might address this.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

RECOMMENDATIONS

☞ CONVENING, NETWORKING, SUPPORT ROLE:

The MJF role of convening, and providing opportunities for networking, peer exchanges, and learning, is effective. The careful process focus involved in efforts to link national efforts was found to be of particular value. A key element of this is the facilitation, support and assistance—"hand holding," in some cases—played by MJF program staff (in particular Hye-Jung Park). These MJF staff brought to the table a ***personal alignment and understanding*** of the values and strategies of social justice organizing. They displayed a ***familiarity with national political players and dynamics*** and paid careful attention to the ***process*** of building relationships and opportunities for learning. A number of grantees suggested that the more experienced grantees could be available to mentor the less experienced ones.

☞ DISTRIBUTE GRANT MAKING TO LOCAL FOUNDATIONS

Providing small grants to local funders who have the freedom to innovate and develop context-appropriate strategies and methodologies works. One of the greatest challenges to bringing new players into a movement is in knowing ***where they are, and how to work with and engage them***. The member foundations are able to meet this need and so they, alone or working with a similar network of local, social justice oriented funders, can play an effective role. MJF should craft a ***strategy of supporting local foundations to build, encourage and fund the work in ways that are appropriate in their communities***, a well as help them to ***promote and fundraise*** for the work

☞ GIVE MOVEMENT-BUILDING OUTCOMES EQUAL WEIGHT, RESPECT TIMELINES.

While funding both short-term policy and longer term movement building work may be possible, at the least it requires clarity and giving ***equal legitimacy to these different outcomes, strategies and timelines***. Some respondents suggested that MJF and the Ford Foundation framed the work with a focus/approach and timeline unsuited to the strategies of the groups doing the work. That creates tension; it also makes it difficult for both funder and grantee to recognize or promote the real value and progress of the work.

☞ COMMUNICATION STRATEGY CANNOT BE AN AFTERHOUGHT:

Given the difficulty articulating and making the case for grassroots and local organizing, the ***promotion of grantees' progress needs to be prioritized***. Consider new communications tools (You-tube, etc.,) for illustrating powerful case studies and examples. This is related to the above strategy – when there is "confusion" or "tension" around how "success" is defined by the program, it is unlikely that these "success stories" will rise up to the surface.

☞ OTHER FUNDER BUY-IN IS ESSENTIAL

Sustainability of a fund beyond an individual personality ***requires buy-in and engagement from the beginning from other funders***, exemplified by significant contributions of funds from these other sources. This is particularly relevant in the case of funding media justice work, where resources are quite limited, and there is a small circle of funders committed to the work.

Part 2: A NEW MEDIA JUSTICE CHANGE MODEL, QUESTIONS FOR DISCUSSION, AND RECOMMENDATIONS

☞ YOU NEED CAPACITY TO BUILD CAPACITY

Funding emerging organizations and helping them move to the next level requires the capacity to give adequate technical support, both in organizational development (staff and board development, fundraising, financial management), and in political strategy, coalition development, etc. It is unlikely that all of this can be provided by the same staff person, especially with a significant number of grantees. We note too that the staff need to plan the time and resources required for developing the relationships with grantees so that the TA provided will fit their individual needs. Finally, building capacity requires initial strong commitment from board and staff of the whole organization. You need more than staff buy-in.

☞ EVALUATION THAT BUILDS CAPACITY

Funding innovative new work as the MJF has done requires a process of assessment of progress and adjustment to strategy. Ideally there would be a feedback loop which would incorporate input from grantees. Likewise, grantee evaluation can be a capacity-building process if the focus is not just accountability (which is difficult, and often best ensured by accountability to communities) but shared learning. Grantees discussed the onerous report writing process that they are often engaged in, and felt that often a phone conversation or brief survey, which is more respectful of grantee capacity, can be more effective than written reports in capturing progress. Foundation staff can play a facilitative role, and develop a collective evaluation process, with opportunities for peer learning.

☞ DON'T LOSE THE FREEDOM TO EXPERIMENT

Media justice work is a laboratory, since questions are not answered yet on how to connect to people who are not paying attention. We heard that media justice activists valued highly the MJF's willingness to take risks, and *fund work where outcomes are uncertain.*

☞ WORK WITH GRANTEES TO CERATE A NEW DEFINITION OF MEDIA JUSTICE

A number of grantees felt that the MJF should re-evaluate their definition of media justice they have been working with for the last 4-5 years, moving from a policy-focused definition, to one that better reflects the work, strategies and priorities of media justice activists. There was a sense that this definition would reflect the work of producing media, creating community media spaces, media literacy, and local independent journalism. ***The Paul Robeson fund of the Funding Exchange supports independent media-making, and would be a natural ally*** for the work of the MJF, and might play a valuable role organically integrating these two sectors which seem illogically divided.

☞ STRATEGY DEVELOPMENT

Throughout the assessment we had a sense that people were unsure exactly what this MJF strategy was, and what the program hoped to achieve over a five to ten to 20-year course. It was also noted that whatever strategy existed wasn't documented or codified, and existed primarily in the heads of certain program staff. One grantee noted that if there were a staff turnover at the MJF, it would be very difficult to understand how the work was carried out.

"The MJF needs to ask itself what it wants to accomplish, and then move backwards. How does media work to advance communities? The experimental approach is important; admitting mistakes etc. the flexibility for organizations to determine for themselves how they will move towards goals. The goals are important but just as important are what you learn along the way."

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EVALUATION GOALS, KEY QUESTIONS, DESIGN, THEORY OF CHANGE

The evaluation has a dual purpose: 1) Summative: a retrospective assessment of the effectiveness of the MJF, and work of the grantees and 2) Formative: an assessment of the MJF grantmaking strategies, to inform future support of the work. The MJF requested a particular focus in the evaluation on findings and analysis that would support the Fund and the FEX's strategic planning process.

Actknowledge developed a participatory approach to the evaluation. MJF staff and a group of grantees were involved in both the design and analysis of the findings.

Research Questions

1. How has MJF grantmaking changed the ability of grassroots/local organizing groups to contribute to social/political change in the media/communications sector?
2. How has the MJF contributed to building the MJ movement, and its ability to further other social justice goals?
3. What is the role of the MJF in the MJ movement, moving forward? What are the strengths and weaknesses of the fund? Where do the opportunities lie?
4. How can the MJF most effectively contribute to the media justice sector's capacity to bring about social justice? (Recommendations/strategic planning.)

   ☞ Specifically:

   - How have the MJF and MJF grantees, contributed to strengthening/creation of conditions necessary for movement building and advocacy? (relationships, capacity, strategy, sustainability, etc.)
   - How have grantees contributed to any concrete advocacy or movement building outcomes- (campaign work, new models of community media, etc.)
   - How has the fund contributed to helping embed MJ work in other SJ work?
   - How have the MJF and grantees succeeded in making underserved communities take leadership in media activism?
   - How has the MJF succeeded in making media justice seen as a people of color issue?
   - How has the fund shifted the framing around media change work from "reform" to "justice"?
   - How has the MJF changed the funding environment for media justice work?
   - How have member funds strengthened media justice work within their communities?
   - How effective has the national office been in supporting members funding of media justice work?
   - What likely wouldn't/couldn't have happened without MJF funding?
   - How is funding being leveraged by groups to improve sustainability?
   - Opportunities (funding, etc.) what role, programs, strategies would likely make most significant contribution?

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DESIGN, METHODOLOGY & APPROACH

This assessment was designed as a qualitative inquiry into the effectiveness of the MJF grantmaking, outcomes that emerged, and its role in the media reform/media justice sectors. We paid special attention to synthesizing the wisdom and insights of media justice activists and allies in order to shed light on the nature and role of the work, and inform future efforts to support media justice activism and organizing. The evaluation was meant to be participatory. As always, there were time and resource boundaries on the depth of participation, and the number of participants. The evaluation design was not intended to "test" results against a set of pre-determined outcomes but to explore in-depth what grantees accomplished, how they viewed change, as well as their critiques and recommendations for MJF. We also compared grantee outcomes with MJF goals to identify degrees of alignment.

Our process was as follows:

- ActKnowledge participation in an activist-advised grantmaking panel, which served as an intial Theory of Change meeting
- A second Theory of Change meeting, involving three media justice activists (and grantees). One of these was Dharma Dailey, who was also serving as a MJF program consultant.
- A review and discussion of the evaluation design by MJF program staff, and two media justice activists (including Dharma Dailey).
- A review of the final evaluation findings by a number of media justice activists, and MJF staff.

THE RESEARCH SAMPLE

A) Interviews were conducted with 22 people, including:

i) 17 grantees (from the national and member fund grantee pool)

ii) 3 external funders, including the current Ford Foundation program officer (which had taken the place of the program officer in charge of the Media Justice Fund grant)

iii) 3 media reform/media justice advocates/activists

B) There were three different surveys administered – one to the grantees, one to the member funds and one to the general field. The surveys were anonymous in order to encourage frankness.

i) 26 out of 64 grantees contacted responded, representing a response rate of 41%.

ii) 6 out of 11 member funds responded, representing a response rate 55%.

iii) 21 people responded to the broader field survey sent out to media justice and reform listservs generally, so we weren't able to determine a response rate.

High response rates, in addition to information gained from the interview sample, gave evaluators confidence that the feedback shared in this report is both significant and representative of the grantee pool, member funds, and indicative of the perceptions of relevant actors in the field.

[6]*In conjunction with interviews, evaluators reviewed available grantee proposals and final reports.*

A Theory of Change is an explanation of how and why an initiative works. It is represented graphically to show a pathway from beginning steps to long-term outcomes. Along the pathway, stakeholders in an initiative identify all of the conditions that need to exist to bring about each given change. For example, if a long-term outcome is student academic achievement, the pathway probably includes good attendance, motivation to learn, quality teaching, a good school atmosphere and parental commitment to student behaviors, organized in an order that the stakeholders believe is how the change will unfold.

A TOC is a participatory process by its nature, because it is the best thinking of a variety of perspectives of those involved, and the result is the process of dialog and debate.

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INTERVIEWEES

Joshua Breitbart, People's Production House
Helen Brunner, Media Democracy Fund
Brett Bursey, South Carolina Progressive Education Network
Inja Coates, Media Tank
Deanne Cueller, Texas Media Empowerment Project
Malkia Cyril, Center for Media Justice
Dee Davis, Center for Rural Strategies
Petri Dish, Prometheus Radio Project
Elena Everett, The Southern Coalition for Social Justice
Gene Kimmelman, Consumers' Union (former)
Asim Kokan, Council on American Islamic Relations (CAIR-Pgh)
Jenny Lee, Allied Media Conference
Becky Lentz*
Xavier Leonard, Heads on Fire
Elaine Linn, Consortium for Educational Resources on Islamic Studies (CERIS)
Beth McConnell, Media Democracy Coalition
Ethan Michaeli, We the People
Alyce Myatt, Grantmakers in Film + Electronic Media (GFEM)
Jeff Perlstein, Grantmakers in Film + Electronic Media (GFEM)
Nan Rubin*
Krystal Sonia, Public Digital Urban Broadcasters
Jenny Toomey, Ford Foundation
Marlen Torres, Pioneros Y Campesinos del Noroeste (PCUN)
Todd Wolfson, Media Mobilizing Project

***Both Becky Lentz** and **Nan Rubin** reviewed the final draft of the Evaluation, and provided feedback by email.

In addition, Dharma Dailey interviewed the following FEX member fund program officers which provided data for the evaluation :

John Fanestil, San Diego Foundation for Change
Patrice Green, Bread and Roses
Jane Kimondo, Crossroads Foundation Chicago
Betsy Lawrence, Wisconsin Community Fund
Karla Nicholson Haymarket Fund
Becky Rafter, Fund for Southern Communities
Lisa Scales, Three Rivers Community Foundation

[7]*All quotes from member funds included in report come from the survey, and were obtained anonymously.*

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SURVEY RESULTS

Grantee Survey

☞ The number of responses for the Grantee Survey was 26.

Their survey responses are summarized below, by survey question.

☛ MOST GRANTEE SURVEY RESPONDENTS FELT THAT THEIR MJF GRANT MADE A CONTRIBUTION TO THEIR ACTIVISM AND ORGANIZING WORK, AND HALF FELT THAT IT MADE A SIGNIFICANT CONTRIBUTION.

How would you rate the contribution of the MJF grant to your activism and organizing work (on a scale of 1-5 with 1 being no contribution and 5 being a significant contribution)?	*Response Percent*	*Response Count*
1 (no contribution)	3.8%	1
2	3.8%	1
3	11.5%	3
4	30.8%	8
5 (a significant contribution)	50.0%	13

☛ THE MOST FREQUENT REASON FOR THE CONTRIBUTION—GIVEN BY MORE THAN HALF OF GRANTEE SURVEY RESPONDENTS—WAS THAT THE MJF FUNDED WORK THAT NO ONE ELSE WAS FUNDING.

If you felt the MJF grant made a contribution, how? The MJF Provided support for: (Mark all that apply)	*Response Percent*	*Response Count*
Work that no one else was funding	69.2%	18
Participation in local or national campaigns.	26.9%	7
Community/constituency education around media issues	50.0%	13
Development/use of media tools/strategies for organizing	50.0%	13
Production of social justice media	38.5%	10
Other (please specify)	30.8%	8

Responses that were written in for "other" included: addressing the "big picture" of media policy; support to social change media policy; innovative fundraising models to support a network of media makers and organizers; being the only nonprofit/consumer advocate to participate in the transition of one state's Educational Broadband System; and strategic convening and alliance building/ relationship building.

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☛ MOST RESPONDENTS TO THE GRANTEE SURVEY FEEL THAT THEIR CAPACITY TO DO MEDIA JUSTICE WORK HAS INCREASED SINCE RECEIVING THEIR FIRST MJF GRANT.

How much do you feel your capacity to do media justice work has increased since your (first) MJF Grant? (capacity increases include sharpened political analysis, increased financial and human resources, strengthened networks, staff, board and volunteer development, etc.) (On a scale of 1-5 with 1 being no increase and 5 being a significant increase)	*Response Percent*	*Response Count*
1 (no increase)	7.7%	2
2	0.0%	0
3	42.3%	11
4	19.2%	5
5 (significant increase)	30.8%	8

☛ THE MAJORITY OF RESPONDENTS TO THE GRANTEE SURVEY FEEL THAT THEIR ORGANIZATION'S FOCUS ON MEDIA JUSTICE WORK HAS INCREASED SINCE RECEIVING A GRANT.

Since you first received your MJF grant, how has your organization's focus on media justice work shifted?	*Response Percent*	*Response Count*
1-Less focus on media justice work	0.0%	0
2-The same	34.6%	9
3-Greater focus on media justice work	65.4%	17

☛ SEVERAL GROUPS ATTENDED MJF-ORGANIZED EVENTS, WHICH WERE SOMEWHAT HELPFUL IN LEARNING ABOUT THE FIELD AND NETWORKING WITH OTHERS.

What contribution did these events make to your ability to contribute to media justice work? On a scale of 1-5 with 1 being no contribution and 5 being a significant contribution	*Response Percent*	*Response Count*
1 (no contribution)	34.6%	9
2	3.8%	1
3	26.9%	7
4	26.9%	7
5 (significant contribution)	7.7%	2

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☛ THE MAJORITY OF RESPONDENTS TO THE GRANTEE SURVEY FEEL THAT THE MJF STRATEGY IS MOST IMPORTANT IN HELPING BRING NEW AND DIVERSE VOICES TO THE MEDIA JUSTICE/MEDIA REFORM MOVEMENT.

What do you feel is the importance, if any, of any funding strategy focused on providing small grants for grassroots organizations lead by and/or supporting marginalized communities? (Mark all that apply)	*Response Percent*	*Response Count*
I don't feel this strategy is relevant/strategic	7.7%	2
Helps bring new and diverse voices to the media justice/media reform movement	**80.8%**	**21**
Helps incubate innovative models and approaches	65.4%	17
Helps connect media activism with other social justice issues	76.9%	20
Other (please specify)	19.2%	5

SURVEY OF THE BROADER FIELD

- The number of responses for the Grantee Survey was 26.
- The majority of these respondents were policy advocates (see below; note that respondents were instructed to "check all that apply" so the number of responses is more than 21).Their survey responses are summarized below, by survey question.

While this survey is anonymous, it would help to know a bit about who you are to interpret your feedback (check all that apply).	*Response Percent*	*Response Count*
Grassroots activist/Community organizer	38.1%	8
Media maker	33.8%	7
National Policy advocate	**47.6%**	**10**
Academic/researcher	23.8%	5
Student	4.8%	1
Funder	14.3%	3
Other (e.g., funder affinity group, media policy student, consultant)	33.3%	7

Their survey responses are summarized below, by survey question.

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☛ THE MAJORITY OF RESPONDENTS TO THE BROADER FIELD SURVEY RATED THE RELEVANCE OF THE MEDIA JUSTICE FUND'S SMALL GRANTS TO GRASSROOTS GROUPS AND/OR SUPPORT TO MARGINALIZED COMMUNITIES AS "SIGNIFICANT".

How relevant do you think the Media Justice Fund strategy is (providing small grants for grassroots organizations led by and/or supporting marginalized communities) to the current state of media reform/media justice work?	*Response Percent*	*Response Count*
1 (no contribution)	4.8%	1
2	14.3%	3
3	28.6%	6
4	9.5%	2
5 (a significant contribution)	52.4%	11

☛ THE MAJORITY OF RESPONDENTS TO THE BROADER FIELD SURVEY FELT THAT THE MEDIA JUSTICE FUND MAKES A SIGNIFICANT CONTRIBUTION TO SUPPORTING ORGANIZING IN MARGINALIZED COMMUNITIES AROUND MEDIA AND COMMUNICATIONS TECHNOLOGIES TO ADVANCE SOCIAL AND ECONOMIC JUSTICE.

Please rate the contribution you feel that the Media justice fund has made to supporting organizing in marginalized communities around media and communications technologies, to advance social and economic justice.	*Response Percent*	*Response Count*
1(no contribution)	0.0%	0
2	14.3%	3
3	19.0%	4
4	19.0%	4
5 (significant contribution)	47.6%	10

FEX MEMBER FUND SURVEY

☞ The number of responses for the Grantee Survey was 8.

☛ ALL RESPONDENTS TO THE MEMBER FUND SURVEY FEEL THAT THE MJF GRANTS CONTRIBUTED TO MEETING A NEED IN THEIR COMMUNITIES.

How well do you think the Media Justice Fund grants contributed to meeting a need in your communities? (On a scale of 1-5 with 1 being no contribution and 5 being a significant contribution)	*Response Percent*	*Response Count*
1 (no contribution)	0.0%	0
2	0.0%	0
3	25.0%	2
4	25.0%	2
5 (a significant contribution)	50.0%	4

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☛ ALL RESPONDENTS TO THE MEMBER FUND SURVEY FEEL THAT THE MJF HAS CONTRIBUTED TO THEIR UNDERSTANDING OF MEDIA JUSTICE ISSUES.

How would you rate the MJF's contribution to your fund's understanding of media justice issues? (On a scale of 1-5 with 1 being no contribution and 5 being a significant contribution)	*Response Percent*	*Response Count*
1 (No contribution)	0.0%	0
2	0.0%	0
3	37.5%	3
4	25.0%	2
5 (Significant contribution)	37.5%	3

☛ MJF-ORGANIZED EVENTS WERE HELPFUL FOR MEMBER FUNDS IN UNDERSTANDING AND CONNECTING TO THE NATIONAL LANDSCAPE OF MEDIA JUSTICE WORK AND ITS FUNDING.

What contribution did these events make to your ability to contribute to media justice work? On a scale of 1-5 with 1 being no contribution and 5 being a significant contribution)	*Response Percent*	*Response Count*
1 (no contribution)	25.0%	2
2	0.0%	0
3	37.5%	3
4	12.5%	1
5 (significant contribution)	25.0%	2

☛ FOUR OF THE RESPONDENTS TO THE MEMBER FUND SURVEY FEEL THAT THE MJF HAS HELPED TO LEVERAGE ADDITIONAL FUNDING TO SUPPORT MEDIA JUSTICE WORK.

Do you feel the MJF grant helped you leverage additional funding to support media justice work?	*Response Percent*	*Response Count*
Yes	62.5%	5
No	25.0%	2
Not Sure	25.0%	2

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☛ RESPONDENTS FEEL THAT THE MJF STRATEGY OF PROVIDING SMALL GRANTS TO GRASSROOTS ORGANIZATIONS IS IMPORTANT FOR SEVERAL REASONS.

Will you continue to support Media Justice work in the future if you do not receive funds from the national office?	*Response Percent*	*Response Count*
Yes	20.0%	1
Helps incubate innovative models and approaches	20.0%	1
Helps connect media activism with other social justice issues	100.0%	6
I don't feel this strategy is relevant/strategic	0.0%	0
Other	0.0%	0

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