

**Strategic Plan**  
**2018 – 2021**



## Foreword

Deutsche Welle (DW) is Germany's international broadcaster and a trusted source around the world for reliable news and information. It conveys a comprehensive image of Germany, while covering important events and issues with journalistic independence and a unique perspective. DW's media training center, DW Akademie, works to strengthen the right to freedom of expression around the world, and together with partners, it plays a leading role in the development of free media systems. In everything it does, DW promotes understanding between cultures and people, and helps shape the image of Germany around the world.

Germany stands for freedom and human rights, democracy, the rule of law and social equality. It advocates them as a member of the European Union (EU) and the United Nations (UN). DW also represents these values through its programming mandate. The tasks performed by DW include explaining Germany abroad as a nation with its roots in European culture and a liberal, democratic constitutional state based on the rule of law, while providing a forum for German, European and other points of view in an international arena and promoting the German language. DW therefore supports an understanding and exchange of ideas between cultures and different nations. Deutsche Welle fulfils its program mission free from any state interference. DW is playing an increasingly important role in the light of the significance of Europe and particularly the EU. A great deal is changing within the media landscape in the EU. Political and economic pressure is growing on independent media outlets in Poland, Hungary and Bulgaria. Britain is planning to leave the Union. This may mean that the *BBC* changes its outlook towards Europe. Having objective information about Germany and the EU will significantly increase in importance, given the expected upsurge in competition between EU nations and Britain. People who are interested in politics and liberal thinkers are increasingly looking to Germany. It is regarded as an example of political stability and economic success, freedom of the media, the rule of law and social justice. DW's importance in regard to reporting from and about Germany and the EU will increase notably and the same will be true of the expectations placed on DW. DW will therefore enhance its reporting on these topics on all its platforms in the future in order to meet this requirement—not least to provide an objective and balanced view of Germany and EU Europe to counter the biased picture that is now being reported by some media.

The French news provider, *France Médias Monde (FMM)*, and the EU will be natural cooperation partners in this field of activity. The EU cooperation project known as *Info Migrants*, which was launched in 2017 and is a website and social media service in English, French and Arabic, is proving to be an important information service for refugees from Africa and the Arab world. It aims to offer refugees the latest, relevant information, explain the challenges involved in fleeing their home country and inform them about the conditions in the countries where they arrive. This project is being continued in 2018 and DW is cooperating

with *France Médias Monde (FMM)* and the Italian news agency, *Agenzia Nazionale Stampa Associata (ANSA)*.

Another positive highlight is the ongoing cooperation project to establish a TV and *Youtube* channel in Turkish, which DW and leading western news providers are planning to introduce. The planned news and information broadcaster is set to offer people in Turkey extensive and independent reporting and enable them to enjoy alternative perspectives—on Turkish foreign policy too.

Deutsche Welle is guided by the *UNESCO* Convention on the Protection and Promotion of the Diversity of Cultural Expressions in its fundamental orientation for programing. Germany's history as a European cultural nation forms the background for putting current developments in their historical context. Culture is an interdisciplinary factor in DW's programs. It takes into consideration the significance of religion when people exchange cultural ideas.

The journalistic programs offered by DW and the projects and measures at its DW Akademie invite people from all its target regions to engage with German and European points of view and engage in a dialogue in the interests of a peaceful, stable global community.

This is more pressing than ever, because the globalized, digitally networked world is undergoing radical change: Geopolitical tensions and crises, conflicts and wars, extremism and terror, refugees and migration, populism and nationalism are dominating international relations. People's sense of insecurity is growing—and therefore the need for extensive, reliable and independent information. Deutsche Welle is viewed as the most important source of information about Germany by its users abroad. It also communicates how people deal with debates about politics and society in order to adopt positions and reach consensus on the challenges of our age.

DW enjoys high regard from the German parliament and government and is recognized as an important player in communicating values like freedom of speech, freedom of the press and democratic principles. After many years of stagnation in the provision of funding and increasing costs, the German government and parliament significantly increased their funding to DW during the years covered by the last task planning period, particularly through the *Federal Government Commissioner for Culture and the Media (BKM)*. Long-term increases were particularly made to the operating budgets and this provided DW with greater planning certainty. The annual budget rose every year during the period covered by the last task planning period (2014–2017), most recently by approx. EUR 16.5 million. Overall, starting from the 2014 budgetary year until 2017, additional funds amounting to more than EUR 48 million were made available to DW.



In order to fully perform its mission in a changing environment, DW not only needs this development to continue in the long term—to safeguard its range of programs so far—but also an increase in funding beyond this. Otherwise, it will be impossible to complete some of the projects and measures mentioned in this task planning document.

Apart from the funding provided by the allocation of finances by the *BKM*, the *Federal Ministry for Economic Cooperation and Development (BMZ)*—particularly for projects involving the DW Akademie as part of media development—is supporting some projects and the *German Foreign Ministry (AA)* is doing the same by providing annual funds for specific schemes. The *Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)* is also supporting one project over a period of several years.

Deutsche Welle's guiding principle is that free access to different kinds of information and freedom of expression are preconditions for developing democratic societies and for different cultures to exchange ideas and understand each other.

Deutsche Welle is therefore seeking to empower people worldwide to form their own convictions on the basis of reliable facts and an open exchange of ideas and defend them in debates within society.

DW and the DW Akademie complement each other in a special way in handling this project: While the journalistic departments at DW offer high-quality information and programs to promote dialogue and they are broadcast to the target areas via all available, uncensored means, the DW Akademie gives its target groups the ability to independently handle what is available in the media.

By combining these strengths, DW achieves the best effects for its content and programs, particularly in an age of deliberate disinformation (fake news) and propaganda: Those who can trust in a credible medium to distinguish between false and true news make the right decisions. Only those who recognize propaganda can react to it. Those who want a democratic exchange of ideas will oppose agitation and prejudice.

The journalistic programs at DW are "Made for minds." They aim to appeal to critical and independent users around the globe through this slogan, which was introduced in 2015.

Many people regard Germany as an example of political stability and economic success, freedom of the media, the rule of law and social justice. It provides an example primarily for people from the Middle East, Africa and Asia. DW offers clear, accurate information and also talks about the dangers of becoming a refugee. Those who set out to reach Germany discover the expectations that society places on its new arrivals—and the culture and values that dominate it. DW also

supports the process of integration with a broad range of modern German language courses.

Freedom of information, the press and expression are increasingly subject to pressure through the significant restrictions being placed on democracy and civil liberties—even in long-established democracies in the Western hemisphere. The curtailment of media diversity and attempt by states to influence the media domestically are accompanied by an increase in international communication in many countries. More and more states are expanding their overseas broadcasters, some of them to a huge degree, to promote the foreign policy agenda of their government. This is only increasing the competitive pressure on DW as an overseas broadcaster. The rapid process of digitalization in global media markets has caused the number of local, national and international rivals to grow—and that process is continuing. Germany must speak louder through voices in the media in such a way that it can be clearly heard in contrast to programs from countries like Russia, China, Turkey or Iran and do so with a clear profile geared towards free expression.

DW complements Germany's traditional foreign relations as an independent media institution. It initiates a dialogue with target groups that embassies and consulates, foreign chambers of trade and intermediary organizations related to foreign cultural and education policy, for example, cannot regularly reach. DW therefore makes an essential contribution to global communications and positioning of Germany.

One of DW's significant competitive advantages is its organization as a public broadcaster that is free of any state intervention. Its Broadcasting Council and Administration Board guarantee independent reporting.

DW's international staff members and the diversity that results from this enable it to operate successfully. The regional and linguistic expertise of its employees from more than 60 different countries forms the basis for producing and distributing attractive journalistic content as well as for projects to develop media. The recognized high quality of the content is essential to ensure that its relevance, media penetration and effect all continue to increase and ensure that DW and its DW Akademie fulfil their mandate. DW must also succeed in attracting the best talent in this domestic and international competitive environment in the future too and remain attractive as an employer. Offering qualifications and advancing employees are essential tools to keep pace with the growing changes in the international media markets and safeguard the top position held by DW among international broadcasters during the next four years too.



## Summary

Deutsche Welle (DW) is required according to Section 4a of the DW Act to draw up a task planning document on its own for a period of four years by using all the information and assessments that are important for its mission.

When planning its tasks, DW outlines its program goals, priority projects and their importance for fulfilling its tasks, broken down according to target areas, target groups, communication paths and types of programs. It also explains how it contributes to providing initial and further training for media workers, particularly in the form of international development cooperation and promoting foreign relations.

The financial basis for planning work at DW is the framework set by the German government. DW is funded by the federal budget. It receives annual federal grants from the *Federal Government Commissioner for Culture and the Media (BKM)*; in addition to this, the federal government supports individual measures and initiatives through project funds—mainly funds from the *Federal Ministry for Economic Cooperation and Development (BMZ)* as well as the *German Foreign Ministry (AA)*. There is a funding guarantee in Section 44 of the DW Act: “Funding, which is necessary according to this act, taking into account developments in broadcasting technology, is provided to DW for these programs.” The legal supervision for DW is the responsibility of the *BKM*.

The planning of tasks is agreed by the Broadcasting Council at DW, with the agreement of the administrative board and includes statements made by the German Bundestag (parliament), the German government and the interested general public.

The results and findings from the 2017 evaluation report are included in this task planning document. Strategic goals and measures for planning tasks are derived from the evaluation report and they will be described in greater detail later in this report.

DW is setting three overriding goals (see chapter 1) for the new task planning period from 2018 until 2021:

1. DW aims to strength freedom of expression and democracy globally in an age of terror, propaganda, refugees and migration.
2. DW aims to increase the effect and relevance of its programs.
3. DW aims to increase its viewer numbers from 157 million to 210 million user contacts every week.

To achieve these goals, DW is concentrating on the following three priorities in its measures (see chapter 2):

1. A greater focus on journalistic programs
2. Completing its reorganization to become a digital media corporation
3. Strengthening freedom of expression and democracy

through journalistic programs and communicating media skills

Media markets around the globe are changing at a rapid pace. The target groups in many of DW’s target markets are already mainly using digital programs to gain their information—and this trend is continuing. Classic media, by contrast, are losing their importance as news providers in some regions of the world, mainly in highly developed countries. It must be assumed that this development will spread to developing countries too in the near future, particularly as the behavior of the younger target group there is geared towards forward-looking media. DW and the DW Akademie are placing increased importance on digital programs because of these changes in media usage.

DW is primarily continuing to address decision-makers and those involved in forming political opinions in all the target regions and with all its media.

DW is customizing its journalistic content for these target groups even more and offers them more unique content and stories. By increasing the regionalization of its programs, it can achieve a higher degree of user orientation. This creates a clearer profile for DW and differentiates it more strongly from its rivals.

Cooperation with Germany’s public broadcasters (*ARD*, *ZDF*) and *Deutschlandradio* is being continued and expanded where possible. Taking over programs, joint productions or cooperation with local employees at correspondents’ office support an efficient and sustainable use of funds.

DW is equipping itself for the challenges of the digital media world through its digital strategy, which consistently focuses all its energy on users and their needs and expectations. The goal is to remain competitive with digital programs—particularly on social media and on partner platforms—generate relevant materials for users and achieve higher viewer numbers. The rapid implementation of the digital strategy is safeguarding the future viability of the broadcaster in a highly dynamic, international media environment. The organizational structure and technical infrastructure are being developed in such a way that DW can respond to changes in market conditions and technologies in a flexible way. The increased speed of response associated with this allows DW to take account of geopolitical changes more quickly than in the past. The consistent digital transformation requires major investments in innovative technology.

Highly qualified and motivated employees are extremely important. *Employer branding* is therefore significant to DW as an important precondition for attracting increasing numbers of qualified employees. This means that DW positions itself as an attractive employer. At the same time, DW is continuing to

develop the valuable expertise of highly experienced employees through specific qualifications. In the light of the troubled, often crisis-ridden international situation, guaranteeing security, particularly for employees working abroad, is an important matter to DW.

In order to achieve its corporate goals, DW and the DW Akademie are strengthening their efforts during the task planning period to provide free access to information, freedom of expression and democracy around the globe, particularly in the face of terror, propaganda, refugees and migration. They will combine their expertise in an ideal way for this purpose in the future. DW is seeking basic institutional funding for the DW Akademie in order to safeguard its independence and ability to act. To achieve this, the German government must understand the need to provide the necessary funding.

The following chapters will explain the goals and measures used in the journalistic programs and the efforts of the DW Akademie in greater detail for the period 2018-2021.





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# 1 Goals 2018-2021

## Mission

Deutsche Welle (DW) is Germany's international broadcaster and a trusted source around the world for reliable news and information with content in 30 languages. It conveys a comprehensive image of Germany, while covering important events and issues with journalistic independence and a unique perspective. DW works to strengthen the right to freedom of expression around the world, while advocating democratic values and the rule of law.

In the light of virulent geopolitical challenges like terror, propaganda, refugees, migration, globalization, climate change and the growth in population, Germany's global media voice is becoming increasingly important. DW is using its journalistic programs to build a bridge to the free world, particularly in the target regions dominated by crises and religious and ethnic conflicts. On the basis of its mandate, its perception of itself and its central brand values of being "rational", "straightforward" and "open-minded," DW makes a contribution through providing extensive information to provide enlightenment, freedom of expression and strength in civil societies—both through dialogue and interaction. The media are experiencing what is often a dramatic loss in credibility and trust in more and more countries and find themselves confronted by the charge of providing disinformation to a degree not known in the past. This particularly affects regions, where state control, censorship and blockage measures are increasingly restricting the room for free media to maneuver. DW believes that it has an important duty to strengthen people's resilience to propaganda by providing independent, credible reporting and helping them form their own free opinions. The DW Akademie, an integral part of DW, is reinforcing this with its activities, particularly those for establishing media skills.



Figure 1: DW's Core Brand  
Source: Compiled and designed by DW

The presence of DW in refugees' home countries is important in the light of the global increase in the pressure to migrate. It describes the causes of refugees fleeing and explains the risks of embarking on such a journey. Because of DW's high linguistic and regional capabilities, it makes a contribution towards integration in Germany through balanced reporting. The educational facilities at the DW Akademie—the German courses, for example—are particularly important in this process.

Based on its mission, DW and its DW Akademie also support the German government's goals in development cooperation through prioritizing their target regions and gearing the content of their services: Most of the prioritized target countries are transformation or developing nations, where Germany is directing its development policy activities. DW and the DW Akademie help strengthen civil society involvement, develop media skills and promote the development of the media and therefore support the establishment of democratic societies. As far as freedom of expression and media development are concerned, the DW Akademie is a strategic partner of the *Federal Ministry for Economic Cooperation and Development*. It advises the ministry, makes the latest findings available, illustrates ways of internationally highlighting the issues of freedom of expression and the media and is completing long-term projects in 25 priority countries.

## Target group

Using its high-quality journalistic programs, DW primarily addresses global decision-makers and those involved in the process of forming political opinions—i.e. people who have special influence on the formation of opinions in their countries of origin because of their social standing or will do so in the future. Many of them are actively supporting democracy, civil liberties and human rights and are open to different points of view. They normally have a high level of interest in information and how to classify domestic and international events; they tend to be more educated, many of them live in urban regions and are highly attracted by communications and interaction.<sup>1</sup> DW is therefore continuing to focus on these target groups during this task planning period.

Because of regional differences, DW specifies this target group for each of its 30 language programs as part of its ongoing strategy process. This is completed on the basis of criteria like age structure, education, the different needs for information, dialogue and interaction as well as usage habits. Changing needs and usage habits mean that it is constantly necessary to adapt the content, design and distribution of programs. Based on the comparatively high proportion of fairly young people in most target regions, DW has to increasingly design its programs for this target group and particu-

<sup>1</sup> Cf. 2017 DW Evaluation Report

larly consider their preferred usage habits. This matches the plan to strengthen digital programs, because young people around the world prefer to use digital content to obtain their information.

With a view to the importance of women in civil society and their different legal status around the world, DW will increasingly incorporate this group in its target focus in the future and, for example, include more topics in its programs, which attract particular interest from women. Women in many regions of the world are particularly affected by oppression, poverty and discrimination. By making more use of female presenters in DW programs, introducing female DW journalists as dialogue partners on social media and giving greater priority to the legal status of women in existing and new formats, DW can make a contribution to reducing the discrimination of women. Programs like the well-established blog format known as *Women Talk Online* in English, which is primarily geared to women in Asia, but also offers women around the world a dialogue platform via *Facebook*, or the new *Fuerza Latina* format designed for *Youtube* and TV in Spanish, which por-

trays bold women in Latin America, are all examples of greater emphasis in programs.

Increasing censorship and blockade measures are swelling the proportion of people, for whom access to free information is difficult or even—at least temporarily—impossible. DW particularly needs to find ways here to reach the whole of civil society with its programs.



Figure 2: Overview of DW's TV, radio and digital services in 30 languages  
Source: Compiled and designed by DW

### Target regions for journalistic programs and major language priorities

DW's financial situation does not allow it to be present in all the regions of the world. This is why it prioritizes target regions on the basis of transparent criteria<sup>2</sup>, which have been derived from the tasks formulated in the Deutsche Welle Act:

- The need to communicate democratic and liberal values
- The need for free information
- Political importance
- The economic significance of a region for Germany.

Other criteria, which are used to prioritize regions, are the size of the target region, the potential number of users and DW's access to the media market in question.

DW forms its presence on a basic range of journalistic pro-

grams and services from the DW Akademie in non-prioritized regions. The DW Akademie arranges with the Federal Ministry for Economic Cooperation and Development to focus on countries where projects and measures are to be introduced as a priority. Checks are regularly made on this prioritization of target regions for programs so that DW can respond to changes — e.g. the political situation in the target markets — in a flexible way. A strategic reserve is required in the DW budget for this purpose.

Based on the geopolitical developments outlined above, DW's most important target regions remain Africa and Asia. The Arabic-speaking world, Russia, Ukraine and not least Latin America all continue to play an important role for DW. If funding is increased, DW is planning — as part of its existing definition of target regions — to focus even more on particular regions on the basis of the criteria described for prioritizing target regions and provide greater funding for the programs for these areas (see chapter 5).

<sup>2</sup> DW used indicators from the Bertelsmann Transformation Index (BTI), the Human Development Index (HDI), the rankings for freedom of the press by Reporters Without Borders (RSF), economic growth, gross national income (GNI) or the reach and the DW partner network to operationalize the criteria.



Figure 3: Existing and planned studios and offices of DW and the DW Akademie  
Source: Compiled and designed by DW

This prioritization makes it possible to derive the major focus in terms of languages: In the light of the mandate and DW's perception of itself, German remains particularly important in the language portfolio at DW. The most important program languages continue to be English as a lingua franca and global languages with large numbers of speakers. Many people within DW's core target group speak English because of their higher level of education compared to the average within the population. The English-language programs at DW will focus even more on the priority target regions of Africa and Asia in their content—English has the status of being a common language in many places and is an official language in many countries. The USA will also be a crucial target market for the English-language programs from DW in the future. Given that about one billion people speak English around the globe, the English-language programs provide the greatest usage potential for DW, particularly in the DW target group<sup>3</sup>.

In target regions, where English is not so widespread, DW reaches its target group with programs in the relevant regional languages:

In Africa, they are the major regional languages of Hausa (Nigeria, Niger), Swahili (East Africa) and Amharic (Horn of Africa). DW also offers its French-speaking target group programs in French—and in Portuguese for the target group in Africa speaking this language.

The eight regional language programs for Asia—in Chinese, Dari, Pashto, Farsi, Urdu, Indonesian, Hindi and Bengali—have not lost any of their strategic importance for DW's programs in the light of the geopolitical and media developments.

The Arabic-speaking services are becoming increasingly important, particularly because of the ongoing crises in the political, social and media situation in many countries in the Arab world—as huge increases in usage during the previous task planning period prove.<sup>4</sup>

The relevance of Russian has increased for DW during the past few years because of the political developments in Russia and the restrictions imposed on the freedom and diversity of the media by the Russian government and this relevance will continue during the next few years. Although the press in Ukraine has greater freedom to operate than in Russia, the freedom of the media there is hindered by the increasing influence of government and opposition politicians. This is why Ukrainian will play an important role at DW as the language of a country undergoing transformation in the future too.

Spanish and Portuguese (for Brazil) will maintain their great significance in Latin America because of the huge potential

for reaching people and the continent's political, economic and cultural importance for Germany.

As far as European languages are concerned, DW will continue to particularly focus on Turkish, Polish, Greek and the languages in the Western Balkans—because of the strategic importance of these countries for Germany and Europe too. DW now has many studios and offices around the world. In addition to the large studios in Brussels, Washington and Moscow, it maintains offices in Jerusalem, Kyiv, Lagos, Nairobi, New Delhi, Bangkok and Bogotá. The DW Akademie also has offices in Tunis, Windhoek, Kampala, Accra and Yangon. As part of the necessary expansion of its network of correspondents, DW is planning to set up other offices in Beirut, Tehran and Cape Town.

<sup>3</sup> Cf. 2017 DW Evaluation Report

<sup>4</sup> Cf. 2017 DW Evaluation Report

## Goals

DW is aiming for the following outcomes in terms of the primary goals formulated in Section 4 of the DW Act:

DW wants to enable people around the globe to form their own convictions based on independent information, reliable facts and a free exchange of ideas in order to advance social debate.

In order to meet this goal, DW's programs need to be used as much as possible. Content must be made available via the platforms that the users prefer. They will only be used beyond this if the target group believes the content is relevant, credible and high quality. This particularly takes place if the programs relate to their users' everyday reality. DW content, which is much used and accepted within the target group, creates trust in independent media and supports the formation of free opinions. Another major precondition for this is enabling people to handle media and its content without any problems. Communicating these media skills is an important priority at the DW Akademie. DW and the DW Akademie are contributing to improving people's ability to discuss and initiate dialogue in the target groups through these means and long-term changes to structures in media systems, particularly in regions exposed to terror, propaganda, refugees and migration.

DW is specifying its tasks, which are anchored in law, on the basis of target regions, target groups and its perception of its mission and is setting itself the following goals for the 2018–2021 task planning period:

- DW will strengthen freedom of expression and democracy around the globe in an age of terror, propaganda, refugees and migration
- DW will increase the effect and relevance of its programs.
- DW will increase its viewer numbers from 157 million to 210 million user contacts every week.

DW is linking up with the results of the 2017 evaluation report in setting these goals.

The report illustrated that DW's programs in many target regions are successful, as the significant increase in usage reveals. 157 million people around the world now use DW's services every week. DW has already been largely able to keep

up with the global trend of people increasingly using digital programs to obtain information and particularly social media, which are geared to dialogue and interactive participation. It achieved the highest growth in user numbers with its digital programs on social media and on partner platforms. DW was able to increase its user numbers by more than 50 percent here. The most important driving force here has been videos produced specifically for platforms.

At the same time, large numbers of people are still using DW TV as a source of news and information in many target regions. DW attracted most people through its TV programs during the evaluation period—Africa and Latin America in particular are growth markets. In contrast, radio is overall losing importance as a medium for obtaining information.

This evaluation of its programs also revealed that DW is used and appreciated as a credible source of information: 96 percent of the users<sup>5</sup> questioned as part of the evaluation regarded DW information as trustworthy. DW manages to communicate values that Germany represents in the world. It contributes to Germany's reputation and also promotes the German language and culture. It also advances democracy and debating skills. The DW target groups recognize German and European points of view and values, they understand better how world events are connected, they know more about democratic principles and can form an independent opinion for themselves. In this way, DW manages to enable users to become more involved in debates in favor of civil society. The DW Akademie supports DW in this goal, for example, by helping civil society initiatives and organizations to use media professionally and responsibly.

In order to increase the effectiveness and relevance of its programs, DW is continually examining which content is being broadcast and in which form and via which media and platforms, as part of the strategic development of its services. DW needs to continue increasing the relevance of its programs to exploit the user number and impact potential of its programs to the greatest extent—that emerges from the evaluation too. In its task planning for the period 2014–2017, DW has already succeeded in this regard—e.g. by expanding its English programs, focusing on more regional services for Africa and Asia

<sup>5</sup> Cf. 2017 Evaluation Report: 2,000 users answered the question on DW's credibility.



and continuing to develop its digital services in all languages. This was the only way to ensure that DW could significantly increase its usage and therefore capture a top position among the international news providers.

However, the habits and expectations of the target groups are rapidly changing as part of digitalization. The increasingly intense competition for users' attention makes it even more necessary to focus on the target groups' interests and usage habits than ever before. They must be the focal point for planning, producing and distributing DW programs. Not least the attempt by a growing number of countries to make it hard for their populations to gain access to free information is increasing the need for action by overseas broadcasters that are viewed as democratic. DW and its DW Akademie will therefore focus on achieving the overall strategic measures outlined in the following chapter.



Figure 4: Number of weekly user-contacts per medium, 2017  
Source: Extrapolation by DW

## 2 Priorities 2018-2021

DW is planning the following general measures in order to be able to achieve the goals mentioned above:

1. **Focusing more on journalistic programs**
2. **Completing the reorganization to become a digital media corporation**
3. **Strengthening freedom of expression and democracy through journalistic programs and communicating media skills**

### 2.1 Focusing more on journalistic programs

#### Concentration

DW continually optimized its programs during the preceding task planning period in order to meet its users' expectations and stand out from the competition. As a result, it has achieved a top position among international news providers.

The need for journalistic quality and unique content is increasing because of the growing number of competitors and journalistic programs; broadcasters need to stand out from the crowd and this goes far beyond just providing news programs. After all, viewers or listeners will only make use of content if they believe it is relevant, innovative in its style and offers them specific added value. Connectivity with the target group's everyday reality is a major quality criterion here. However, everyday reality does not just mean fact-based news about current events. It also involves constructive stories that inspire people. For example, this includes reports about successful entrepreneurs, artists, inventors or people who have promoted civil society in a special way in the relevant target regions. This means DW must produce more of its own original content from and about the region. DW will therefore focus its programs even more on exclusive, high-quality content and attractive, contemporary formats — programs that make the profile and DW brand unique in the competitive environment and meet users' growing wish for orientation, identification and dialogue.

#### Greater user orientation through regionalization

Users are the starting point for all considerations and measures aimed at optimizing DW's programs. DW claims to reach its target groups with up-to-date information that is relevant for them. During the previous task planning period, it managed to increase the relevance of its content — primarily by increasingly focusing its content on the everyday reality of its target groups<sup>6</sup>. However, there is still optimization potential for the programs in English for Africa, Asia and the USA. The young target groups in the urban centers of Africa and Asia in particular should be able to see their world reflected in DW's programs even more in the future. DW will therefore make greater regionalization a priority in its programs. This not only includes focusing on individual countries and regions with its topics, but also mapping the effects of global events on each

target region even more. Content that is designed for specific target groups with regional materials offers users great potential for identifying with it and creates a basis for dialogue. This represents a major success factor for DW in the light of the increasing competition.

DW will gradually expand its local production in selected regions with the aim of being closer to its target group and therefore increasing the quality and authenticity of its regional content. It is therefore planning to **expand its network of correspondents** and **establish offices** in particularly important countries strategically. It also seems necessary to set up **studios** in this context, which not only offer exclusive access to topics, but enable direct production locally. DW is pursuing another goal through this measure, but this can only be achieved if more funds are provided. By being present locally for the latest events, changes in society and political developments, it can respond more quickly and therefore increase its ability to handle breaking news and respond to crises. This would also enable it to bridge time differences and therefore reduce the competitive advantage enjoyed by other international news providers, some of which have been producing material with considerable local resources for a long time. DW will ensure that the local work will be subject to the same, strict quality assurance standards that apply at DW sites in Germany.

The major precondition for increasing the relevance of programs and viewer numbers in the long term is content that is customized for its users. It has been a proven principle for a long time that DW already considers the responses of its partners when developing its programs to guarantee that all the services meet the needs and interests of the relevant target group. These partners operate TV stations with a wide reach, radio stations or online portals in the target regions, and they integrate and broadcast the content in their programs via them. As a result, DW benefits from the partners' prominence and reach in the markets. The partners not only have specific knowledge about their markets, but have a good feeling for their interests and expectations through their proximity to the target groups. Successful co-productions, for example, with the Nigerian partner, *Channels TV*, demonstrate that DW is pursuing the right course through adopting this approach. DW prepares the successful environment magazine program *Eco Africa*

<sup>6</sup> Cf. 2017 DW Evaluation Report

with this partner. DW always retains the editorial responsibility in these kinds of co-productions.

DW will expand this tried and tested approach during the current task planning period and continue to professionalize operations. It will exploit the potential in partners even more by using the planned service for partners, *DW Premium*. *DW Premium* is a service and sales structure for live link-ups and video content. The service is due to cover live link-ups, TV reports, web videos and social media content, which will be made available to selected partners. Firstly, the introduction of *DW Premium* will seek to significantly increase the numbers of viewers and, secondly, offer optimized usage of the program assets by exchanging materials with suitable partners.



## 2.2 Completing reorganization to become a digital media corporation

Digitalization is introducing a profound change to all walks of life around the globe. It is the central challenge of the current age, including media corporations. Developments in the digital world are exceptionally dynamic, involving technical innovations and changes to user habits in the associated target group. Digital programs are playing an increasingly greater role, particularly when the younger target group wants to obtain information. Users' readiness to embrace new technologies to obtain information has introduced radical changes to media markets during the past ten years. We must assume that markets will continue to develop at the same rapid rate. The media need to respond to this at the same speed to remain relevant for users. This will continually require major investments because of the rapid innovation cycles.

DW is increasingly becoming a digital media corporation. It will continue to pursue this course — not only on the basis of its digital strategy developed in 2017, but also through changes in its organizational structure.

### Strengthening digital programs: implementing the digital strategy

DW's digital strategy puts users' needs at the center of all its considerations, for this is the only way to ensure success in a digital world. Journalists at DW will consistently work using data in order to adapt programs to users' needs in the best possible way. This will enable them to directly analyze the success of their products.

The target group in DW's more advanced target markets is already mainly using digital programs to obtain its information — using mobile devices, a trend that is likely to continue. This development will probably spread to other markets too during the next few years. DW is therefore not only using the

slogan *digital first*, but particularly *mobile first*: All the digital services at DW are geared towards mobile usage.

If DW is going to succeed in an increasingly competitive environment, its journalistic services must be available where users expect them: on social media, in search engines, news aggregators and through partners. DW is therefore relying even more on *distributed content* than in the past: Social media are viewed as an independent medium. This partly means that more content is deliberately being produced for social networks and platforms like *Facebook*, *Youtube*, *Twitter* and *Instagram*. DW is also focusing on search engines as part of its digital strategy. DW is integrating search engine optimization (SEO) in its editorial procedures as a fixed part of its journalistic work and is creating all the necessary technical conditions for this, to ensure that it attracts the attention of as many users as possible.

Videos and visual elements like photos or infographics represent an important success factor for remaining viable in an increasingly competitive world: The programs must stand out from those of competitors visually if they are going to be used. The crucial factor here is not the amount of information, but its quality. Unique products like punchy photos and exclusive videos designed for platforms support the sharper profile of DW's programs.

DW is making great efforts to direct its users to its own platforms to ensure that users do not depend on social networks, partners or aggregators. The mobile website *m.dw.com* is particularly being optimized so that even more people in the target group can use it. This includes measures to better integrate audio and video content and an improved structure for the home page, for example. The subject profile of the DW app is also being sharpened to appeal to users' interests and expectations in an even better way.

DW espouses pluralism and diversity of opinions as an interactive partner and offers the public a forum for expressing their views. DW has significantly increased the volume of its interactive and dialogue services during the last few years. DW will gradually expand its active community management for all the central platforms in order to intensify its important dialogue with users, which is already a permanent feature in DW's brand. DW journalists are in direct contact with users in their role as dialogue partners. This enables DW to organize its services to meet target groups' needs even better based on its journalistic profile and therefore increase the relevance of its content. This measure is also designed to tie users even more strongly to DW.

The establishment of DW Premium (cf. chapter 2.1) finally aims to increase the success of DW's digital services too. The partnerships are due to be extended in the long term, primarily for social media and mobile services.

The DW Akademie has also developed a digital strategy that takes into account the structural change in media markets around the globe and the resulting new requirements for those working in the media. It too places users in the center of its activities and relies on digital services as well as e-learning platforms that can be used with mobile devices. The DW Akademie will implement and continue to develop this strategy during the next few years.

### Making the organization fit for the future

DW is having to rethink its organizational structure and possibly adapt it to what is required for digitalization in order to satisfy its motto of *digital and mobile first* and complete the change to become a media corporation with an entirely digital focus.

This also includes ensuring via innovation management that DW can respond to new developments in a rapid and flexible manner. DW took its first steps in this direction with the *DW Lab*, which was successfully launched in the spring of 2017, where cross-department cooperation is already bearing fruit in developing digital, journalistic innovations.

DW is also planning to continue the measures that have already been launched to develop its technical infrastructure. This particularly means making media production and distribution more modular and flexible—through automation in the control room, smart production, modern video production and distribution systems and a responsive web design. These measures should enable it to respond flexibly to changes in market conditions and technologies. The increasing digitalization of working processes—in administration too—will also increase its efficiency levels.

However, this will only succeed if DW manages to increase its attractiveness as an employer and therefore tie qualified and committed employees to the corporation in the longer term. The skills of staff members not only need to be boosted and increased through ongoing qualification courses. DW can also strengthen its impact as an employer brand outside the corporation by deliberately introducing *employer branding* and becoming more attractive for future employees.

DW will also intensify its *diversity management*, which recognizes the variety within the corporation and taps into its benefits. This includes employing more people with disabilities. It will take account of the issue of inclusion, both in its range of programs and intensify its measures in this regard within the corporation. It is also committed to the goal of making as much

content as possible available to people with disabilities. DW will primarily consider and implement the issue of accessibility for all when making technical purchases and offering new services—provided that this is technically and financially feasible.



Figure 5: Platform diversity of DW services  
Source: Compiled and Designed by DW

## 2.3 Strengthening freedom of expression and democracy through journalistic programs and communicating media skills

DW's central brand topics are knowledge, dialogue, freedom—and DW has a great deal of credibility with its users in this range of topics because of its expertise. Given the global increase in propaganda and political instability in many regions of the world and the migration trends resulting from this, DW's featured topics are very up-to-date and relevant for its target groups. The right to freedom of expression, civil society processes as well as democratic aspirations are all being subjected to considerable pressure in more and more target regions. It is DW's mission to promote the human right of freedom of expression in its programs; without it, a democratic society cannot be created or continue to exist. In the light of the current geopolitical situation, fulfilling this mission is more important than ever. DW contributes to clarification, freedom of expression and strengthening civil society processes through its independent, professional reporting. This is the reason why DW will continue to expand its expertise in these areas in the future and gear its content even more specifically to its brand essence topics. It is essential in this process that it has a unique profile as a news provider from Germany and the heart of Europe. DW is supported by the DW Akademie in its efforts to strengthen freedom of expression and democracy; the Academy promotes people's involvement in the development of politics, society and economics through its projects on media development cooperation. DW and the DW Akademie will continue to intensify their cooperation regarding content in the light of their common goal.



Figure 6: DW Akademie campaign (2017)  
Source: Compiled and designed by DW



## 3 Program goals and strategic measures for each region

Following the reorganization of its programs during the previous task planning period, DW will continue on this path during the next four years. It will focus on its programs in English in the future too. In order to remain internationally competitive, this focus is absolutely crucial—for programs in English form the flagship for all international news providers. DW's programs in English will be complemented by programs in regional languages. This enables DW to guarantee that it reaches target groups, regardless of whether they speak English, and provide content to precisely meet their needs. DW effectively fulfils its mission through continuing to shape its programs by means of its "expertise," "dialogue," and "freedom" brand elements; by providing independent information and reliable facts on debates that continue within society, in order to strengthen civil society and democratic processes. At the same time, DW ensures that German will continue to play an important role in its overall programs.

Efforts are being made to rejuvenate the range of programs because of the high proportion of young people in the target

group. In Sub-Saharan Africa alone, 77 percent of people are under 35 years old. DW needs to make programs for these people so that they can grapple with topics that are relevant to society and therefore participate and help shape their societies. Establishing DW journalists are direct contact partners in social networks encourages dialogue and ties the target group to DW. Increasing the share of original content and exclusive stories increases the impact potential and competitiveness—and makes DW more attractive for partners too. However, this can only succeed if it expands its network of correspondents and moves editorial planning and production to the target regions to a certain extent. Depending on the funding that is available, DW is examining whether it can set up studios in selected countries. There now follows a description of the strategies for the global language programs and for the individual regions—and the major priorities for each set of programs.

### 3.1 Global journalistic programs: English and German

#### 3.1.1 English

English is the most important international language of communication: 371 million people speak English as their mother tongue and about one billion people<sup>7</sup> as a second language for international and intercultural communications. It provides the greatest usage and impact potential for DW because of its widespread use in the core target groups. This is why DW has turned its programs in English into its journalistic flagship and expanded them to provide an internationally competitive service. This not only involved relaunching the TV channel in English, but also reorganizing the digital programs: The website with the new [dw.com](http://dw.com) domain has been made more attractive and involvement in social networks has been significantly expanded—this includes producing material specifically for platforms and expanding the interactive facilities, for example. DW's radio programs clearly focus on the region of Africa now.

It is necessary to continue developing the course that has been successfully adopted and introduce new content features so that DW can exploit the high audience numbers and impact potential of its programs in English even more.

It is essential to precisely adapt the TV programs in English to the expectations and information needs of their target groups because of the highly challenging competitive situation. The target regions and target groups for the programs in English

are very different because of their global spread. Based on the evaluation results from the target regions of Asia and Africa, DW will make greater use of its regional expertise in its news programs and offer Asian and African target groups more regionalized content—by expanding live TV link-ups too. At the same time, the regional news sections at regional prime times will be expanded. DW will continue to optimize its optical impression and programming. The range of news and current affairs will be expanded by 2021 and the ability to handle breaking news increased. The news-oriented program will also offer many documentaries and magazine formats from the culture, society and business departments in the future. Adjustments will also be made to topic priorities in the magazine programs in order to achieve significantly higher associations with users' everyday lives and their interest in news. This also includes DW making more use of constructive stories in its programs. This may be success stories or reports about positive developments and people, who are particularly promoting civil society. DW is planning to introduce new magazines to increase both its presence and the relevance of its programs for the two regions in its focus. It is planning to launch a new Asia magazine for India, for example—similar to the environmental magazine for Africa, which has already been successfully introduced Eco Africa. Environmental themes play a huge role globally and Asian target groups are very interested in this topic area too. DW is aiming to expand its network of

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<sup>7</sup> 2017 DW Evaluation Report



correspondents in order to secure the quality of regionalized content for all the programs in English and examine whether it is possible to set up studios locally, depending on the funds that are available.

The greatest potential for growth for programs in English is found in digital services, particularly for social media. DW will therefore expand its online programs and significantly enhance its involvement on external platforms like *Facebook*, *Youtube*, *Twitter* and *Instagram*. It will introduce the measures listed in its newly conceived digital strategy for this purpose (cf. chapter 2.2).

As the audio programs in English have a clear regional focus on target countries in Sub-Saharan Africa, the strategic measures for these programs will be described in greater detail in chapter 3.2.

In the light of the political and media policy developments in the US, DW is strengthening its involvement there as well. It is increasingly important to communicate German and European points of view and positions to the US and worldwide because of the current and expected future conflicts in transatlantic relations. DW is proving to be particularly successful here with its online services in English within a challenging, highly professionalized and extremely competitive media market. DW will consistently organize its TV, audio and online services to meet the needs and interests of the target group in this target region in line with its mission and increasingly focus on transatlantic and bilateral relations thematically. One central measure here is the plan to provide the USA with news from a German and European perspective around the clock and not just until the late afternoon (American time). By closing the night gap, DW would be able to present breaking news to an American public, in addition to information that is relevant to the target group.

### 3.1.2 German

DW clearly understands that it is its mandate to make Germany comprehensible and promote German as a language. DW is addressing a relatively small target group with its German content. The number of people who speak German as their native or second language in the world is estimated to be 103.5 million—and only five million of them live in DW's target regions outside Europe.<sup>8</sup> In proportion to this, the number of people learning German outside Europe is comparatively high. The target group for DW's German programs is an urban audience, who are interested in culture, art, travel and lifestyle topics.

The German TV channel, which was successfully repositioned

in 2017, is now focusing on cultural programs as a result. This is based on a broad understanding of the term "culture," in line with the definition provided by *UNESCO*: Programs focus on advanced and pop culture, but also topics like society, knowledge and lifestyles. The channel's profile is also strengthened by numerous activities. They include continuing special topic days—after successfully focusing on democracy and the Reformation, others are being planned on the Bauhaus movement and Beethoven. In order to consistently harmonize the costs and benefits of the program in the future too, the successful cooperation with the ARD regional broadcasting offices and ZDF will continue to grow—for example, by taking over more new programs and airing live reports from other public broadcasting organizations on DW programs in German. Co-productions like the *Privatkonzert* series launched on MDR at the end of 2017 are setting standards here. Efforts will continue to connect with the successful sale of TV programs to partners in Russia, Israel and southern Africa.

The German online programs are expected to continue attracting stable user potential. The extensive range of information available in German is accessible on the website and on mobile devices too through the app. These programs will increasingly focus on users' interests to make them more attractive. This includes making the topic profile of the DW News app much more distinctive.

Newly conceived social media channels like *DW Kultur*, *DW Digitales Leben* and *DW Musik* guarantee that it is easier to find them as special topic accounts. DW aims to focus on having even more dialogue with users to increase the interaction rate and integrate higher-quality videos and visual elements in what is available.

DW's mandate includes the promotion of the German language. The central element here will continue to be the German courses prepared under the auspices of DW Akademie. Users have accessed these courses more than 7.2 million times during the first half of 2017. Now that the new language course known as *Nicos Weg* has been launched, access numbers have risen to 12 million per month. People are increasingly switching to tablets and smartphones, even when using learning courses. Learners expect adaptive learning materials for various situations in life and usage practices. DW is meeting this expectation with its innovative digital programs. DW will continue to be able to meet the needs and wishes of those learning and teaching German even more in the future by consistently continuing its technological modernization process for German learning programs; this has already begun and DW will therefore be able to exploit the market potential with content that attracts a wide audience. One focus in this ongoing development process will be to

<sup>8</sup> Ammon, Ulrich: Die Stellung der deutschen Sprache in der Welt. De Gruyter Mouton (2015), p. 175

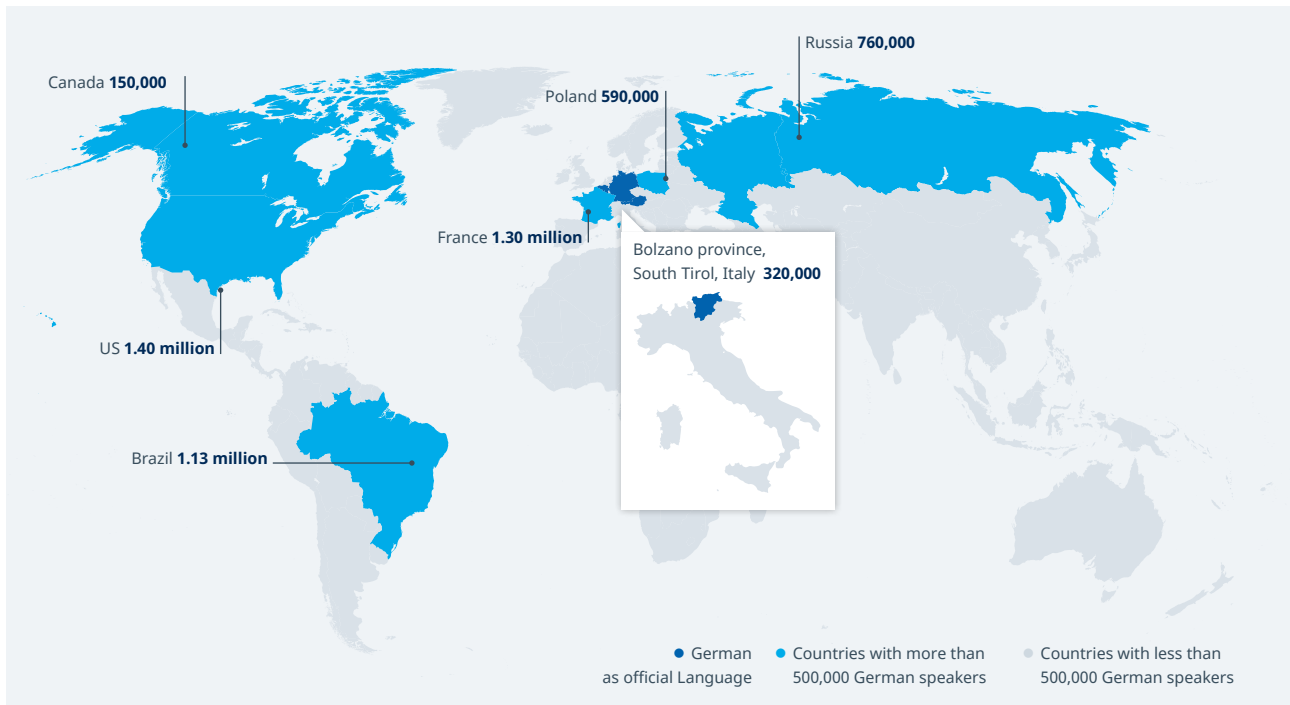


Figure 7: German speakers worldwide: Outside Europe, most German speakers live in North America, Brazil, and Russia  
 Source: Source: Compiled and designed by DW pace Ammon (2015)

consistently make other German learning courses available for mobile devices, after the DW Learn German app was published in 2017 and initial mobile learning services were made available.

As far as promoting the language is concerned, DW will continue to intensify its excellent cooperation with the Goethe Institutes and other intermediary organizations like the *Pädagogischer Austauschdienst (PAD)* and the *Zentralstelle für Auslandschulwesen (ZfA)*. It will also expand its close links to the *Internationaler Deutschlehrerverband (IDV)* and other German teacher organizations.



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For me, the big picture isn't only the stories that I tell — but who I am telling them for.

**EDITH KIMANI**

DW News

**#WHEREICOMEFROM**



*Made for minds.*

[dw.com/whereicomefrom](https://dw.com/whereicomefrom)

## 3.2 Journalistic programs for each target region

DW's programming in regional languages addresses target groups in priority regions where English is not widely spoken.

### 3.2.1 Sub-Saharan Africa

The Sub-Saharan Africa region, which includes all the African nations apart from the five Mediterranean countries dominated by Arab culture, has enormous variety and is undergoing a strong process of political, economic and social change. The most populous countries south of the Sahara are home to very different societies with the world's largest proportion of young people. This rapidly growing population group is looking for future prospects and has hardly any opportunities to become involved in politics, actively shape their societies or benefit from the development of their countries. They are not only caught in an enormous area of conflict between huge economic development potential—certain countries are some of the strongest growth markets in the world—but also political, economic and humanitarian crises as well as having reduced access to independent information. The resulting lack of prospects is a crucial factor for migration within the continent and to European countries.

Germany and Africa have been linked by a partnership that has been growing for decades: The African continent is crucially important for Germany, the German economy and politics. Cooperation is based on universal values and common interests. They not only include democracy, the rule of law and human rights, but also topics like health, the environment, climate,

sustainable development and education—themes that coincide with the brand values and key topics at DW. DW and the DW Akademie promote these values with their journalistic and media development programs and support the efforts of the German economy and politics in this way. Thanks to its independent and precise reporting, DW enables its target group members to actively shape the developments in society in their countries. In media markets that are undergoing upheaval, the DW Akademie supports media corporations that are seeking journalistic quality and promoting an open debate in society. DW is supporting an exchange of ideas between countries of origin and reception in the regions of Sub-Saharan Africa, which are affected by huge movements of refugees. It ensures that neutral and professional information is available and therefore makes a contribution towards better mutual understanding. Digital applications are an important key to meeting these challenges. This is why the DW Akademie is focusing on digital participation and the development of digital media.

DW radio, TV, online and social media programs offer journalistic materials prepared in the international languages of English, French and Portuguese as well as in the regional languages of Hausa, Amharic and Swahili. The topics of migration and refugees are one major focus of reports. DW is increasing-



Figure 8: DW campaign introducing *The 77 Percent*  
Source: Compiled and designed by DW



ly shedding light on the reasons why people leave their countries, focusing on the risks of migration and how refugees fare in the destination countries. However, the media narrative is deliberately not restricted to wars and crises, terror, poverty and humanitarian disasters. DW is already focusing on clear positive developments in the continent in its reporting. The multimedia *Africa on the move* reports, which are funded by the German Foreign Ministry and portray young African people and their projects as models, is a good example of this. DW will increasingly gear its content to constructive reports about and for African target groups in the future. They will include portraits about people, who are actively supporting civil society or stories about inventors, artists, entrepreneurs and people who are positively seeking to protect the environment, for example.

DW's radio programs in all the six broadcasting languages for Africa reach both developing and conflict countries, some of them with strong restrictions on the freedom of the press, and nations with higher economic and social dynamics and largely liberalized media markets. While DW attracts large numbers of listeners with its radio programs in Swahili and Hausa, which are broadcast via short wave, satellite and VHF FM partners, few people listen to the radio programs in Amharic. It has not been possible to sign any VHF FM agreements here because of the political situation. Usage of short-wave programs is also declining. In contrast, social media, particularly *Facebook*, now play a dominant role in the African target region. DW will therefore network its radio and social media content even more in all the languages. It will continue to transfer both its expertise and its experience in dialogue with users of social media—particularly with its successful Facebook account in English known as *DW Africa*—and offer more opportunities for interaction and participation. The current example of the *Africa Link* broadcast, which is strictly geared to African target groups and is made available as a *social radio* program, shows that DW has adopted the right approach with this strategy. It will continue to use *WhatsApp* to spread audio, video and text materials and increasingly attract user-generated content via text messages, which will then be included in the program as audio features. DW will also make more use of the potential created by digital audio programs—for example, on new platforms like *Facebook Live Audio*—it is already a pioneer here compared to international competitors. Finally, DW will continue to optimize its programs for VHF FM broadcasting and expand its distribution via partners. After the shortwave broadcasts in English and French were halted at the end of 2017 because fewer and fewer people were using them, DW will continue to observe how the usage figures develop for the remaining SW broadcasts and make adjustments to programs accordingly, if necessary.

TV is continuing to play an increasing role in obtaining information for urban African target groups. In order to increase the relevance and usage of its TV programs for Africa in English, DW will increase both the volume of its regionalized programs and the link between the content and the target groups' living

conditions in line with the needs and expectations of its target groups. This will entail making more use of the skills of the regional language Africa editorial teams for global programs in English. Additional TV and social media formats, which are geared towards the young target group in Sub-Saharan Africa, will complement the program. DW is also making efforts to increase the number of cooperation arrangements with African TV partners—similar to the cooperation with the Nigerian partner, *Channels TV*. DW has already taken its initial strategic steps through the successful joint production of the environmental magazine, *EcoAfrica*, which reports on innovations and successful environmental projects in Africa and Europe.

The potential of online services is high in all the languages for Africa. Users mainly reach the internet via mobile devices. In the light of this, DW will optimize its mobile services in the future and make them a high priority. This includes taking into account the increased need for moving pictures and adapting its range of web videos to the expectations of the young African target group. The *Papo Kwa Papo* (news in brief) format in Swahili is pointing the way in this respect. Innovative projects will also be launched, like chatbots, which are currently being tested in the programs for Africa in Portuguese.



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It is my duty to reach out to women bound by social roles and show them a new perspective

**DEBARATI GUHA**  
Head of Asia

**#WHEREICOMEFROM**



*Made for minds.*

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### 3.2.2 Asia

Asia is the most populous part of the world with more than four billion people and it is one of the most varied regions in the world regarding ethnicity. The continent is also marked by extreme contrasts: Numerous countries are making huge economic progress and are some of the most highly developed industrial nations on earth. Alongside this, most developing nations are located in Asia—after Africa. An emerging middle class now contrasts strongly with most parts of the population, who cannot become involved in discussions on highly relevant topics in society because the media cannot report on matters freely.

Two of the world's largest terror organizations (Al Qaida and the Taliban) have their home bases in Pakistan and Afghanistan; and Islamist terror is increasingly expanding its power base to more and more countries in south-east Asia. A radicalization of parts of the population and an increasing degree of religious intolerance are being observed in some regions. In terms of the freedom of the press and freedom of expression, many countries in Asia are suffering from considerable pressure from their governments: Restrictive laws and orders curtail the freedom of the press and freedom of expression, sometimes to a considerable degree. Increasing censorship and blockade measures are making it hard for people to gain access to free information or they prevent it completely.

DW promotes free access to information in this environment, which is dominated by a great deal of potential for crises and conflicts, and is supporting the civilian population with its journalistically independent content. The DW Akademie is relying on innovative digital approaches here: Data journalism, media ethics, media law, digitalization and security are major focuses pursued by the DW Akademie in Bangladesh, Pakistan, Cambodia, Kyrgyzstan, Mongolia and Myanmar. Working with its partners, it is seeking to strengthen the groups that are excluded from any political participation or discriminated against in terms of their rights. People of all ethnic backgrounds, particularly in rural areas, should have the opportunity of articulating their topics and participating in the social discourse. Strengthening media skills should help them deal critically with media in an age of digital change, obtain reliable information and use community media and social platforms for their concerns.

DW offers programs in English and eight Asian languages in Asia: Chinese, Farsi, Dari, Pashto, Urdu, Hindi, Bengali and Indonesian. It also prepares a TV broadcast with subtitles in Vietnamese in cooperation with partners.

Asia—alongside Africa—is the most important region for DW programs in English. Despite the increasing use of digital media, TV remains an important source of information in the region. Content with a clear regional focus appears to be particularly promising for the TV programs in English. DW has already

taken an important step towards greater regionalization in its programs by introducing regionalized news broadcasts at main broadcasting times. However, they still portray too much of the international agenda without adequately tackling the special needs of the target groups. A much greater regional focus is necessary for the other TV programs in Asia too—e.g. in magazines. One example of this is the report format known as *Founders' Valley*, which has been successfully launched with project funds from the *German Foreign Ministry*; the series portrays the start-up scene in Asia and tackles the question of how it can play its part in solving economic, political and ecological problems in Asia. This is the reason why DW will strengthen the regional skills of copy writers in the Asia editorial teams to focus more on regional issues and produce content that is very relevant to the everyday living conditions in the target groups—both for TV and for online and social media services. Other measures, needing to be adopted as part of introducing the digital strategy, are described in chapter 2.2.

The DW programs in regional Asian languages are important for countries where only a small section of the population speaks English—e.g. Afghanistan, Iran and China. The successful programs in Dari and Pashto (Afghanistan), Urdu (Pakistan) and Farsi (Iran) are of great relevance for DW. Significant changes in focus are being made for TV and social media because of changing media usage. Initial cooperation arrangements for live link-ups with partners like *NewsX India* (India), *ATN* (Afghanistan) and *ABC* (Australia) have already achieved good ratings; and the successful social media programs reporting on refugees in Dari, Pashto and Urdu will continue in the DW programs in the future too because of the ongoing danger posed by terror organizations and the poor economic situation in the target regions. There is still demand for DW radio programs in rural regions—primarily in Afghanistan and Pakistan. DW's Farsi-speaking target group is very interested in critical opinions and alternative perspectives. DW offers it a forum to exchange ideas about topics that are taboo in Iran. DW's Farsi programs, which are a success story despite considerable blockade measures, are being optimized because of the increasing use of digital programs in the target region and customized for increasing mobile usage.

China, Asia's most populous country, is also the target region that has very sophisticated censorship and blockade measures and therefore suppresses the freedom of the press and freedom of expression in an unprecedented manner. DW is mainly addressing its target group with digital programs in this extremely restrictive market environment. This occurs by using tools to circumvent the Great Firewall of China, as the DW website is banned in the country. The introduction of Chinese phonetic symbols in digital programs and on Facebook has proved successful: It has led to a significant increase in usage in Hong Kong and Taiwan—DW is attempting to at least indirectly reach

its target group in China in this way. In terms of content, DW will rely on a balanced range of topics in line with its brand essence in the future. As China makes use of particularly sophisticated methods to filter and recognize content and this situation is deteriorating all the more, DW will continue to invest in measures to circumvent censorship and blockades. At the same time, it will gear its programs more to the Chinese living in the diaspora to indirectly reach its target group in mainland China in this way.

The programs in the south-east Asian languages of Hindi, Bengali and Indonesian have experienced enormous growth in their numbers of users since they started focusing on digital content—Bengali and Indonesian particularly on social media and primarily on *Facebook*. All the languages offer a TV science magazine. Despite their success online (*DW Hindi*) and on *Facebook* (Indonesian and Bengali), the editorial departments will need to gear their programs even more to their users' expectations, shape them significantly beyond the DW brand topics and, for example, explain the connections between regional and global topics to a greater degree and offer even more content related to the target groups' everyday lives.

Efforts to achieve more intensive cooperation with correspondents and a broadening of local production facilities are being sought in all languages. DW should be able to clearly demonstrate its ability to respond to a crisis, particularly in situations like the refugee crisis involving the Rohingya, which developed into a humanitarian disaster. By establishing editorial structures in the region, it will be possible to serve the target groups with greater precision at their main viewing or listening times.

### 3.2.3 Latin America

The countries of Latin America are very dynamic in political and economic development terms. Many nations have developed into global players, but social promotion and political involvement opportunities are unequally distributed in many regions. Access to education, health systems and basic supplies depend largely on income, ethnic origin and sex. Poverty often affects precisely those groups of society, which are fighting various types of discrimination and disadvantages—primarily indigenous groups and young people. High rates of crime, migration movements, corruption and a loss of trust in governments are destabilizing various countries in Latin America. At the same time, the peace process in Colombia demonstrates that it is possible to return to democratic conditions even after serious conflicts that have continued for decades.

This unequal distribution is felt in the media world too. The concentration of ownership structures plays a part in destabilizing the strongly polarized media landscape. The tendency for governments and strong economic players to exert some influence over the media creates major risks for the formation

of more than one opinion. The Latin American media market is highly commercialized, extremely dynamic and dominated by private providers. Two or three media corporations provide extremely regionalized reporting with a mixture of news and entertainment programs in almost each country. TV and increasingly social media are playing a significant role in terms of media usage.

Germany and Latin America enjoy long-standing, close cultural and economic links. Germany is appreciated as a partner and can also find reliable partners in the region for political decisions on the international stage. The DW Akademie is primarily focusing on professionalizing media workers in the region and establishing long-term economic plans for local media in Colombia, Ecuador and Guatemala. As a result, it is making an important contribution to establishing and consolidating diverse and independent media systems. It is also helping to constructively work through the violent conflicts and human rights infringements of the past in Colombia and Guatemala in dialogue with civil society through a special program for local players like citizens' initiatives, journalists' networks and media workers. It is using these to promote the process of reconciliation and peace.

Alongside Brazil, DW primarily focuses on the most populous countries in Latin America in its reporting and sales activities: Mexico, Colombia, Argentina, Venezuela, Peru and Chile. It is also addressing the 50 million Spanish speakers in the USA. Alongside English, DW is present in the target regions with Spanish and Portuguese programs.

The Spanish program covers the linear TV channel *DW (Español)*, a multimedia online range of programs and a presence on social media. DW encounters different markets in Latin America with these services: In order to offer relevant content to the countries in question, DW will rely on greater regionalization for all its services in the future, particularly for prime time viewing in the prioritized countries. Overall, the level of interest in international news is much lower in Latin American target groups than for events in their own country or the German and European view of regional developments or the effects of global events on their own region. DW already included this specific need for information in its strategic orientation for its Spanish programs during the previous task planning period and has therefore achieved a significant increase in usage both in TV and in its digital programs. One important step will be the establishment of a correspondents' office for Latin America in Bogotá, with the prospect of being able to produce individual magazine items there in the future too. In order to achieve relevant services for the Spanish-speaking people in the USA too and take into account the increased significance of the United States for Latin America, the USA will play a stronger role for reports in Spanish programs in the future.



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My work  
doesn't focus  
on headlines,  
I want to find  
out what's  
below the  
surface.

**PIA CASTRO**

¡Aquí estoy! on DW (Español)

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Given the increasing significance of social media and the huge potential for increases in usage, DW will continue to strengthen its expanded presence on social platforms and intensify its dialogue with users. Dialogue-based TV formats will contribute to this, as well as personalized presentations on social networks. Successful video series like *Conciencia Sur* will be continued: The video commentaries by the Uruguayan politician, Pepe Mujica, which are popular with users, show how an international community can be successfully established. Cooperation between TV and online editorial departments will also increase when producing content.

The share of regionalized content in the total programs will also increase in the Portuguese programs for Brazil, particularly in reports and analysis. DW is addressing its target group here through two TV magazines, which are broadcast by partners, and digital content.

DW engages a sophisticated and highly educated target group in Brazil who place great importance on production value and contemporary formats. DW's Portuguese programs already meet this need with a large number of innovative social media formats, which are specially produced for this target group. This strategic orientation will continue, for example, by extending the successfully established cooperation with the *Terra* and *Flipboard* news aggregators. The production and distribution of videos for specific platforms via *Youtube* will also be given greater prominence in the editorial procedures.

### 3.2.4 The Arab World

DW's target group in the Arabic-speaking world is facing economic, social and political challenges, which place huge restrictions on their opportunities to become involved in society. In an extremely varied region, they range from economic crises to an increasing restriction of freedom of expression and tabooing social and societal problems and even armed conflicts, which are leading to huge movements of refugees, depending on the country.

Three forces determine the development of media in the Arab world: digital change, political crises and young societies. A lack of future prospects and participation characterize the lives of many young people. The need for this young DW target group is therefore high to grapple with political and social change and become involved in processes. They are actively looking for extensive, uncensored information and opportunities for an open dialogue about the pressing problems in their countries. They are confronted by a mass of international, national and local media providers, which strongly compete for their attention in a highly contested market. DW also faces the challenge of continuing to exist in the future in this competitive environment, despite having comparatively few resources.

DW can benefit from its role as a credible, independent inter-

mediary, which is appreciated by its target group as reliable, well-founded and clear. It offers its target group balanced and also critical reporting, which sensitively questions taboos in society and therefore promotes intensive and intermediary debates as well as mapping the European democratic value system in a conflict-sensitive and respectful manner. By reporting on culture, science and technology, DW also creates the basis for discussing these topic areas within society. Journalists' focus on refugees fleeing, the causes of this and the situation in receiving countries like Germany meets an urgent need for information.

DW primarily aims its programs at Egypt, Saudi-Arabia, Iraq, Morocco, Tunisia, Syria, Yemen, Israel and the Palestinian autonomous areas. The Middle East conflict remains a central element in reports and both sides are given a voice, although Israel's right to exist is beyond any doubt for DW. DW advocates reconciliation and combatting anti-Semitism in the region. The German and European perspective of this conflict conveyed by DW is very important for the target group, given the predominant Anglo-American perspective.

The significant increase in relevance and viewer numbers for the Arabic-speaking programs at DW during the last few years corroborates the course of sharpening DW's profile by using the brand values of freedom, expertise and dialogue—and this is being continued. A skillful combination of different broadcasting opportunities is required for this so that both the potential of cooperating with regional partners can be used to the best possible degree and independent reporting is possible via its own and third-party platforms.

DW is therefore continuing to expand its digital programs for the Arabic-speaking world. There is enormous potential on social media, where DW is focusing on dialogue – by creating new formats and positioning DW personalities as partners for lively debate. It is also improving its structures to prepare high-quality TV formats, which are familiar to the target group, for mobile usage situations and offering them in a more targeted fashion on social media and in its own online programs.

The huge increases in usage since the reorganization of the Arabic-speaking program during the last task planning period demonstrate that DW has adopted the right course in these challenging markets. The successful focus on original TV programs for the Arabic-speaking world is setting the standard for the new few years. Popular interview and debate formats like *Shababtalk on the road* and *Misch dich ein* are being continued as formats supported by the *German Foreign Ministry*, in addition to regionalized news reporting. Other formats specifically produced for an Arabic-speaking audience can increase this success and also reduce the high repetition rate on the linear TV channel, which is a clear competitive disadvantage. Local reporting remains an important criterion for success. This is the reason why DW is not only planning to maintain its office in Israel and the DW





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I want to give the younger generation a platform to express themselves freely.

**JAAFAR ABDUL KARIM**  
Shababtalk on DW (Arabia)

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Akademie office in Tunis, but also establish another office in the Arabic-speaking world. DW can also increase its visibility and therefore its brand positioning through live TV link-ups and TV reports via the new *DW Premium* service at partner broadcasters with large audiences in the Arabic-speaking world. The current radio programs complement this media mix.

DW would like to use its high degree of acceptance and credibility in the region and build on its successes. It is therefore intensifying its dialogue with people in the target regions and will continue to strengthen a debate culture in the Arab world during the next few years, promote a sharing of different opinions in society and enable its target group to participate in society as a result. The DW Akademie is managing to give disadvantaged people in the Middle East and North Africa a voice through media projects and inform them more comprehensively. Alternative, innovative media will be strengthened for this purpose. Young users can find their way around the digital media world better through the media skills acquired with the help of the DW Akademie and then become involved. In this way, DW and the DW Akademie are making an important contribution in line with their desired impact to establish civil society and democratic structures in a politically fragile region.

### 3.2.5 Commonwealth of Independent States (CIS)

DW's priority target countries within the Commonwealth of Independent States (CIS) are Russia and Ukraine, where DW's Russian-speaking programs can be used in almost all the countries in the region. Given the political developments of the last few years and the ongoing conflict in eastern Ukraine, DW believes that it particularly needs to promote the formation of opinions in civil society through sophisticated and credible reporting and therefore support reform processes in these target regions. It is one of DW's key concerns to offer a hand to existing democratic forces and strengthen their voice. The young target groups in this region are particularly exposed to hate speech, disinformation and propaganda on the Internet. Media and information literacy (MIL) is therefore a key strategic topic for the work of the DW Akademie. DW has a presence in this target region through its English and German programs, in addition to Russian and Ukrainian.

The situation regarding the freedom of the press and freedom of expression in Russia has deteriorated markedly during the past few years: According to a law adopted in November 2017, any media funded from abroad can be registered as "agents" in the future. This already affects US media like *Voice of America* and could also hinder the work of other media corporations in the future. The increasingly restrictive media policy makes it hard to provide free and critical reporting; independent media

are exposed to ever increasing state interference. International information sources like DW are now affected by this: Government-loyal politicians and media discredit their reporting, so that trust in foreign media providers has drastically fallen in the population.

This provides a special challenge for DW's programs in Russian: DW's balanced reporting is viewed as critical or even hostile and many media providers reject any cooperation with DW. DW can at best consolidate its services, primarily on TV, the most used and most strongly regulated medium in Russia. DW's Russian target group makes use of digital programs more often than the average in the population because of the greater state controls on TV content.<sup>9</sup> As in other countries, social media are becoming increasingly important all the time.

As a result, DW is planning to consolidate its TV programs during this task planning period: While it is constantly looking for cooperation opportunities with Russian partners, there is little likelihood that state controls will be relaxed soon. In the light of this, DW will continue to pursue the course that it has adopted and continue to strengthen its digital services in Russian, primarily on social media. They provide DW with the opportunity of entering into a constructive dialogue with citizens or charring and commenting on discussions in a country with an authoritarian government. DW is also planning to build on its positive experiences with video content for social media. Using more mobile reporting and a greater variety of formats, for example, through satirical content, DW is primarily planning to intensify its involvement on Facebook: The platform not only reaches a large number of people, but is also less dependent on the influence of the authorities than Russian social media platforms. DW also has a wide range of programs in Russian and broadcasts that have been adapted into the national language in the Baltic States. Its presence on TV is guaranteed through long-term partnerships with the three public broadcasters in the Baltic countries of Estonia, Latvia and Lithuania.

The smoldering Russian-Ukrainian conflict in Ukraine is increasingly affecting non-military areas of society and is also affecting the freedom of the press and freedom of expression in the post-Soviet country. As a result, the media market is now dominated by increasing political influence three years after the "European awakening" and—given the distinct oligarchical structures—by strong economic dependency. Independent and reliable information is rather the exception in news reporting, which is increasingly being characterized by polarization. Media restrictions not only hamper the work of national, but increasingly international news providers too. Because of the disillusionment in large parts of the Ukrainian population based on the political developments during the last few years, the interest in sociopolitical reporting is declining.

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<sup>9</sup> Cf. 2017 DW Evaluation Report





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Freedom is  
the necessary  
precondition  
for creativity  
and ultimately,  
progress.

**ZHANNA NEMTSOVA**

Nemtsova.Interview and Russian Service

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DW provides a credible service in this climate and is observing and analyzing both the domestic polarization and the conflict with its neighbor Russia from a neutral perspective. In the light of the usage habits in the DW target group, which now uses digital media as much as TV programs, the focus has been geared towards expanding the digital services. DW is planning to particularly extend the scope of its specific video programs produced for *Facebook* in order to increase both the attractiveness of its digital programs and the interaction behavior of its users. It will also try to consolidate the position that it has acquired in the Ukrainian media landscape because of the huge importance of TV in Ukraine.

The stabilization of media structures is one major priority for work in this region for the DW Akademie in order to make them sustainable and competitive and strengthen their independence and professionalism. Because of this, it is currently supporting the establishment of an independent, public broadcaster in Ukraine.

### 3.2.6 Europe

The opportunity for DW's European target group to form a different opinion on developments in their countries on the basis of extensive and independent information has deteriorated drastically in many places during the past few years. Even if the determining factors in the target countries for language programs in Polish, Greek, Bulgarian, Romanian, Albanian, Serbian, Bosnian, Croatian and Macedonian are different in their form and intensity, it is possible to outline some fundamental challenges for the formation of free opinions and decision-making as the basis for democratic processes. They illustrate the high degree of relevance for DW's presence in these regions.

The influence of governments in and on broadcasters is generally increasing. This means that the freedom of the press has deteriorated in all the target regions—sometimes significantly. Authoritarian, populist and nationalist governments are actively opposing European values. Erosion processes are visible on the eastern edges of the EU and what were formerly serious EU enlargement candidates are abandoning the European idea. These countries are also the target of media propaganda from various powers because of their geostrategic significance between the EU, Russia and Syria. The Western Balkans, in particular, is grappling with its past and its many conflicts. States that now exist are questioned by their neighbors, ethnic and religious conflicts are flaring up again, the economic situation is dire, elites are often corrupt and even the spread of organized crime poses a risk to the region's stability. The transit route for refugees not only runs through this region, it is also an area from which many refugees come, which is creating serious migration of specialist workers.

DW is the only European media provider that is present in this "mix of languages" in Eastern and South-East Europe. It has a

particular responsibility, in the context of Germany's role in the EU, and this is growing through the escalation of the situation, as just described. DW not only faces the task of providing extensive and independent information on developments in the regions. As a member of the EU, it also promotes the value and legal structures of the European Union and creates transparency about the benefits and obligations associated with EU membership. In this connection, it also allows a democratic, constitutional and European perspective on political and social changes. DW's credibility and impartiality, which are appreciated by its target group, make it a platform for exchanging different views on society. It therefore not only contributes to international understanding, but also to a democratic culture of debating.

DW's task for its European language programs must involve fulfilling this role to the best of its ability. This will require a sharpening of the profile and focus on the pressing information and orientation needs of its target group. Objective reporting on regional developments will be the major focus for all outlets—something that media providers with national or international interests cannot afford. Another priority will be on bilateral issues, which enable the target group to grapple with their role in a regional and European context. Reporting about German and European cultures and societies illustrates alternatives, which stimulate an analysis of their own situation.

DW's online services are already used by the target group as a credible source of information and an alternative to media programs that are traditionally controlled by the state. DW is continuing to adopt a position with its own platforms and through partners with large numbers of viewers. Social media also offer potential for dialogue, which has not yet been fully exploited. Editorial departments are continuing to expand their dialogue with users to better make use of this potential.

TV programs remain an important source of information for the target group in the regions. DW will not only use existing European magazine formats, but also place importance on live link-ups with partner broadcasters in the regions in order to make use of the current potential in terms of viewer numbers and having an impact. Despite the restrictions caused by the various governments, free reporting is still possible here. This is mainly because the interest in Germany is very high, but the funds available to have their own correspondents in Germany are very low. Most DW partners did not even have the opportunity of sending their own reporters to Berlin to report on the Bundestag elections in 2017.

The situation in Turkey is very different. It has not been possible to continue with partnerships used in the past because of the political developments. This problem has only become even worse, but the relevance of DW's output has increased for its Turkish target group. DW should become even more involved in the country, given the increasingly autocratic tendencies in Turkey.

A man with short brown hair, wearing a dark blue suit jacket, a light blue dress shirt, and a plaid tie with blue, red, and white patterns. He is standing in a city at night, with blurred lights and buildings in the background. A blue rectangular overlay is positioned on the left side of the image, containing text and logos.

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People look to  
journalists they  
can trust, who  
can put context  
to reality

**MAX HOFMANN**  
Studio Brussels

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### 3.2.7 Turkey

Contrary to the hopes of many, the Turkish government now leaves little doubt about its authoritarian course. The government has severed links with libertarian values and has been cleansing all the institutions in society from any undesirable persons—not least the media—since the failed coup attempt in 2016. Free reporting in Turkey has become a dangerous business.

Internal political developments, however, have a foreign policy dimension, as the cases of Meşale Tolu and Deniz Yücel illustrate. Germany has a special relationship with Turkey because of the many ethnic Turks and Kurds among its citizens and therefore has a natural interest in a fundamental improvement in the political situation in Turkey.

DW has been gearing its programs in Turkish more consistently to the domestic and foreign policy interests of its target group in Turkey since 2014. It intends to maintain this course: In addition to providing German perspectives on topics in Turkish politics, bilateral themes are a priority. DW is therefore adopting a position that clearly opposes anti-European propaganda. DW represents European values in sociopolitical matters. This content-based orientation is a real challenge for DW in the Turkish market: Journalistic work in Turkey is becoming increasingly tough, potential new partners reject any cooperation with independent western news providers more and more frequently and public authorities have not been averse to censoring undesirable media corporations for some time.

This means that DW's own platforms have become much more important. While existing partnerships should be maintained, DW will continue to strengthen its own online and social media output—particularly in the light of the fact that the Turkish target group is making huge use of digital programs to gain information. The volume and relevance of video services should particularly increase: DW has been conducting a number of pilot projects for this since 2017. It plans to build on this experience in the future. Censorship and blockade evasion measures could become necessary too.

With the goal of opening a window on Europe, DW is planning to have a joint *Youtube* channel with other international news providers and possibly a linear TV channel in Turkish. DW would like to use this to work with other international broadcasters to supply information that gives a different view of world events and discussions within Europe and, finally, make a contribution to improving dialogue between Turks and Europeans.





## 4 Cross-language programs and projects

Deutsche Welle (DW) shapes Germany's media presence in the world and contributes to the international media agenda. It fulfils this task, among other things, through cross-language programs and projects. It is a partner at the annual Beethoven Festival in Bonn and supports it as a media partner to ensure that the festival is viewed internationally. Pursuing the same goal, it is also promoting the activities associated with the *2020 Beethoven Year* as a strategic partner of the Beethoven Festival.

In the light of the increasing importance of the transatlantic relationship, DW intends to become involved in the planned *Deutschlandjahr USA*, which has been planned by the German government/the *German Foreign Ministry for 2018/2019*. The focus of activities will be on topics like energy and climate protection, digitalization and innovation, challenges in the change in the media world, refugees and migration, but also on our common past and future responsibilities. Given its mission and its view of itself, DW is the ideal partner to accompany the *Deutschlandjahr USA* in the media and promote an improvement in transatlantic relations in this way.



In the light of the continuing high number of refugees, migrants and asylum-seekers in Germany, DW is maintaining its multimedia programs on these topics in six languages (Dari, Pashto, Urdu, Arabic, English and German). DW primarily uses these programs to make clear the risks of fleeing and the real conditions in Germany. Its programs also aim to make the first steps in Germany easier for those entitled to stay and give them direct access to German courses offered by the DW Akademie. In the future, DW will also be involved in the project known as Info Migrants, which was launched in 2017 and is supported by the EU Commission—together with the French overseas broadcaster *France Médias Monde (FMM)* and the Italian news agency, *Agenzia Nazionale Stampa Associata (ANSA)*. The joint website primarily illustrates the risks associated with leaving your own country and this material is complemented by social media accounts. The materials are currently available in English, French and Arabic.

The *Multimediale Fremdsprachendienst (Multimedia Foreign Language Service)*, which is financed by project funds from the For-

eign Ministry, is another example of successful cooperation. DW offers the latest, multimedia content related to Germany (news and background information/analyses) together with Deutsche Presse-Agentur (dpa), media partners and multipliers around the globe within this project; it is currently available in German, Arabic, English and Spanish.

The international *Global Media Forum* conference at Deutsche Welle is "The place made for minds." It is Germany's only media congress where innovators, multipliers, creative people, designers and decision-makers from more than one hundred countries can discuss suggested solutions to the challenges of globalization in an interdisciplinary fashion and where the media play a central role. The event therefore supports DW in fulfilling its mission to promote an understanding between cultures and different nations.

The *Global Media Forum* is an integral part of DW and strengthens its brand essence. It is also a network platform, a dialogue event with global media players and a relevant event for German and international media. More than one hundred international organizations attend the conference. It sends messages to establish values based on freedom and democracy all over the world, particularly the freedom of the press, information and freedom of expression. The *Global Media Forum* is also a platform for presenting services and programs and consolidating partnerships for DW and its Academy.

The event is geared towards people around the globe who actively promote democracy, civil liberties and progress. It provides a forum to discuss the latest trends and topics in foreign, media and development policy as well as the economy and digitalization.

Extending the *Global Media Forum* beyond the event site in Bonn by means of digital tools has strengthened the conference's global forum character. Using formats like the *Media Innovation Lab Day*, these elements are set to be expanded during the next few years. Cooperation with international partners is also due to be strengthened so that event formats using the *Global Media Forum* brand can be held abroad too; this will also help DW fulfil its mission.





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## 5 Planned measures if funds are increased

One goal of Deutsche Welle (DW) is to at least safeguard its existing programs in their current form during the task planning period. Given the global political situation, Germany's growing responsibility in the world and the increase in competition, DW is also suggesting measures for the 2018–2021 task planning period, which could only be completed if funding was significantly increased. They include—based on a prioritization of regions—strengthening existing programs and structures, for DW is already well on the way with its variety of programs and this situation needs to be stabilized. It is also planning to complement its total programs with strategically important languages and increase the investments required to circumvent censorship and blockades.

### Strengthening existing programs and structures

DW has been able to hold its ground well in its internationally competitive market during the last few years and currently holds one of the top positions among international broadcasters. Given the strongly growing competitive pressure, it will be necessary to maintain this position during the next few years. To achieve this, it is essential for DW to strengthen its existing programs—but this will only be possible through a significant increase in funding. Any distribution of additional funds without prioritization will achieve very little. If funds are increased, DW will therefore mainly invest in measures for the following target regions, in order to fulfil its goal of strengthening democracy and freedom of expression in an age of terror, propaganda, refugees and migration and pursue this goal even more effectively as well as taking into account phenomena like globalization and climate change to a greater degree:

#### Priority 1 regions:

- **The Arab world**
- **Iran, Afghanistan, Pakistan**
- **Russia, Eastern Europe (Poland, Baltic States)**
- **Sub-Saharan Africa**
- **Turkey**

The efforts of DW and the DW Akademie in the Arab world, Afghanistan, Pakistan, Iran and Sub-Saharan Africa aim to achieve an even greater impact with journalistic programs and media development in regions, which are affected by terror and migration. The presence of independent international media is essential, particularly in regions of the world affected by conflict and crises: A media counterweight to the programs produced by ideologically motivated organizations and so-called Islamic State or Al Qaida is necessary; the latter particularly suggest solutions for political and social problems on the Internet. By providing professional, independent reporting, DW helps clarify the political interrelationships locally, promotes the free formation of opinions and strengthens civil society and can therefore make a media contribution to preventing terror. In autocratically governed countries like Turkey, where mea-

asures against free media outlets are becoming increasingly radical, DW's measures primarily aim to counter state disinformation and therefore the one-sided manipulation of public opinion. The need for information in large parts of Turkish-speaking civil society has increased enormously in the light of the political developments in Turkey and the drastic measures against free media and critical journalists. This is why DW is planning to establish an information-oriented *Youtube* and TV broadcaster in Turkish—possibly with other international partners. At the same time, it will expand its presence on social media in Turkey to particularly reach young people in the population. Cross-media integration of TV and social media channels will offer users many opportunities to engage in dialogue—with each other and with Germany. The goal is to communicate alternative positions and perspectives with these integrated services from Germany to increase the diversity of opinions and support democratic forces in Turkey. These kinds of services also build bridges between the more than three million people of Turkish origin living in Germany and their relatives and friends in Turkey.

DW views its task in Russia, where the authoritarian course pursued by the government is massively reflected in the media market, as providing clarity with balanced journalism that is founded on democratic values—and countering disinformation. DW does not use any counter-propaganda, but provides convincing arguments on the basis of its high degree of credibility with extensive, balanced and high-quality reporting. It enables the civil population to grapple with current events critically and become resilient to propaganda.

The media situation in Poland has also deteriorated significantly during the last few years. DW is currently the only western international news provider there. The DW target group is very interested in Germany and German perspectives on current events in Poland. Growing, anti-German resentment stirred up by the national conservative government and the tendency to pursue a so-called “repolonization” are increasingly hampering the work of German media corporations. DW provides a counter point to the one-sided, anti-European or anti-German attitude adopted by many government-friendly media. The issue here always involves countering a false picture of Germany, which has been distorted by disinformation and propaganda, through providing a realistic one.

The following regions are classified as priority 2 regions on the basis of the prioritization criteria for target regions mentioned in chapter 1:

**Individual Asian countries:** DW is planning to focus on India, Indonesia and Bangladesh. India already offers enormous potential in viewer numbers because of its market size. DW uses its Hindi programs to provide balanced reporting on pressing problems in Indian society and therefore complement the English programs there. Indonesia and Bangladesh are increas-

ingly being affected by riots directed at ethnic or religious minorities. Growing fundamentalism and increased restrictions on citizens' rights in Bangladesh are having a destabilizing effect on civil society—a situation where independent journalistic programs on the pressing issues in society seem to be particularly necessary.

**Western Balkans:** Given the sociopolitical developments that cause many young people to flee northwards and the increasing influence of countries like Turkey, Russia and Saudi Arabia, on the one hand, and the interest of Germany and the EU to provide political stability, on the other hand, DW is planning to strengthen its commitment to the countries in the Western Balkans. If more funds are made available, DW will use programs particularly from the DW Akademie to communicate media skills and create resilience against propaganda and disinformation in the Balkans—and in Central and Eastern Europe.

**China:** Because of the drastic deterioration in the freedom of expression and the freedom of the media, which is expressed in things like the very extensive censorship and blockade measures, DW will strengthen its efforts for the world's most populous nation, despite the tough market environment.

**USA:** The changes in the transatlantic relationship since the election of President Donald Trump make it even more important for Germany to clearly and sustainably communicate its own positions and interests in the USA. This is the reason why DW is planning to strengthen its involvement in the United States.

**Latin America:** DW is directing its efforts to first stabilize its success in the countries of Latin America that it has made its priority and finally expand its success stories.

DW believes that there is an urgent need for action in the regions classified as priority 2 as well. If additional funds are made available, it will strengthen the measures outlined in chapter 3 and continue optimizing its services. If finances are increased, the programs for the regions not mentioned as priorities will be funded as in the past.

### Expanding the range of languages

Depending on its funding and the political situation in the relevant countries, DW is suggesting a moderate expansion in its range of languages for its most important target regions at the moment: Africa and Asia. It is focusing on the regional languages for the countries of Nigeria and Somalia, which are badly affected by terror, war and natural disasters: Yoruba, Igbo, Pidgin and Somali. This involves languages, which are used as an informal *lingua franca*—Pidgin, for example—and connect people across national frontiers. More than 75 million people in Nigeria, Africa's most populous nation, speak Pidgin. All the West and Central African countries, where Pidgin is spoken, are

suffering from serious national conflicts. They are countries from which refugees are setting out, but are also seeking to establish and consolidate democratic structures. Yoruba and Igbo are other important regional languages in Nigeria. Somalia is a country that is particularly seriously affected by Islamist terror through the *al-Shabaab* militia. The people living there are not only exposed to terror, but also powerful propaganda. Given the conflict and the humanitarian situation in these countries, DW believes it is necessary to establish a specific program for its target group there. Rivals like the *BBC* and *Voice of America* have been present in Somalia for some time. The *BBC* is planning to introduce Yoruba and Igbo in 2018 as part of its extensive expansion of languages. It started providing digital programs in Pidgin recently. DW could make use of correspondents locally and use synergies with DW's English editorial department for Africa.

Similarly, but only if the appropriate funding is increased, DW is planning to introduce another regional language for Asia: Tamil. About 75 million people speak it as their native language in southern India and Sri Lanka, which was long dominated by a civil war and ethnic conflicts. Given the lack of media freedom in this region—the largest radio and television broadcasters are controlled by their respective governments—the need for independent information is great. By introducing Tamil, DW could meet this need and significantly improve its own presence in the south-east Asian language area. The introduction of the language would mean expanding the network of correspondents in the region too.

DW is also planning to include Kurdish in its range of languages, if the appropriate funds are made available—given the significance that the Kurds have achieved in fighting the so-called *Islamic State* and their problematic and conflicted situation as an independent ethnic group without their own state territory. In the light of the esteem that Germany enjoys with Kurds—not least those who live in Germany—DW could make an important contribution to bringing some objectivity to the Kurdish conflict.

### Intensifying censorship and blockade evasion measures

So far, DW has only been able to adopt censorship and blockade evasion measures for China and Iran and temporarily for Ethiopia and Egypt because of its level of funding. As censorship is expected to increase, DW is planning to expand its measures to circumvent censorship, if funds are increased accordingly, provided that the actual situation requires this during the task planning period.

## 6 Financial framework

Federal funds from the budget of the *Federal Government Commissioner for Culture and the Media (BKM)* form the financial basis for DW. They amounted to approx. EUR 326 million in 2017. Regardless of this, the *German Foreign Ministry* (approx. EUR 6 million) and the *Federal Ministry for Economic Cooperation and Development (BMZ)*, EUR 1.5 million) funded selected projects at DW through special project budgets.

During the last task planning period (2014–2017), DW continually received markedly more funding from the German federal government (particularly BKM) and parliament for the first time for decades, most recently by approx. EUR 16.5 million. Overall, additional funds totaling more than EUR 48 million were made available to DW—based on fiscal year 2014.

DW had an operating budget of approx. EUR 307 million for fiscal year 2018. The increase over the operating budget for 2017 amounted to EUR 9.2 million. This contained EUR 2.2 million for settling increases in pay as well as funds earmarked by the budgetary committee for programs in Turkish (EUR 5.0 million) and for cultural programs (EUR 2.0 million). A figure of EUR 7.18 million from the operating budget is tied to a specific purpose—firstly, for the corresponding expenditure from the rental agreement that has existed since January 1, 2013 with the *Bundesanstalt für Immobilienaufgaben (BImA)* for the broadcasting center in Bonn and, secondly, to compensate for retirement costs for the former DWFZ<sup>10</sup>-employees amounting to EUR 0.5 million. EUR 18.715 million is envisaged for investments. This provided total grants of EUR 326.6 million in fiscal year 2018. As a result, the German government and Bundestag continued the financial stabilization of DW.

Funds, which were not spent in the previous year amounting to EUR 5.0 million, were also available in fiscal year 2018. The funds available therefore totaled EUR 331.6 million.

The budgetary committee at the Bundestag also suggested an increase in financial resources and the *CDU/CSU*, *SPD*, *FDP* and the *Green Party* have included further funding for DW in their election programs. The governing parties' coalition agreement mentions further financial resources for DW too. DW must not only receive funds in line with current developments in the long term, but also additional funds that significantly go beyond this in order to be able to fulfil its mission in a changing environment according to this task planning document.

Fortunately, the additional funds for DW are continued in the government draft for the 2019 federal budget. According to this, the budget estimate for Deutsche Welle amounts to EUR 350.5 million—on condition that the budget proposals are maintained, particularly the parliamentary budgetary procedure.

Project funding from the *BMZ* amounted to approx. EUR 18 million in 2017 for the tasks performed by the *DW Akademie*, which has so far been exclusively financed by outside funds, and a further EUR 3 million from the budget of the *Foreign Ministry*. The *BMZ* was scheduled to fund projects by as much as EUR 27 million in 2018 to support the development of free, transparent media systems in countries of focus. The *DW Akademie* also offers a postgraduate master's degree course and handles a large number of media projects for other fund providers like the EU and *GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GIZ GmbH)*. DW is also seeking to attract basic institutional funding for the *DW Akademie* to safeguard its independence and ability to act. This can only occur if an understanding is reached with the federal government about the necessary funding.

DW was also able to rely on additional funding for its programs and Academy activities in 2018 through project funds from the *German Foreign Ministry*. This ministry has provided many years of cooperation and support for DW. A specific promise about the final amount is given through approval for individual project applications during the course of the year. Project funding lasting several years was also agreed with the *Federal Ministry for the Environment, Nature Conservation and Nuclear Safety* and this was already launched in 2017. The current project funding from the *BMZ* for measures in the Arab world ended in 2017.

The ongoing reorganization process to develop a digital corporation is an important focus in the task planning for the years 2018–2021, as already outlined. DW may already be a digital media corporation in many departments, particularly for producing and distributing (satellite, online, social media, mobile) journalistic content in 30 languages. Nevertheless, its organization and technical infrastructure will need to continue developing, for example, through expanding HD production and distribution so that it is able to respond to changes in market conditions and new technologies in a flexible way in the future. Further significant funds need to be invested to expand digital administration too.

Deutsche Welle is meeting the challenges described in the task planning document (chapter 1) through increases in efficiency in various departments. They include focusing on programs with a greater profile and degree of professionalism, digitalizing work processes and even more intensive and targeted cooperation with partners, particularly *ARD*, *ZDF* and *Deutschlandradio*. Subject to the proviso of cost-effectiveness, DW is involved in the structural reform of public broadcasting and is already achieving savings potential as a result. In connection with this, DW declares its readiness to be involved in the merging of studios abroad and making more of its products available to *ARD*, *ZDF* and the joint programs. The current cooperation

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<sup>10</sup>DW Further Training Center

### Calculating the operating and investment costs for 2018-2021

As of Aug. 28, 2018 (2018 federal budget adopted, 2019 federal budget still being discussed)

A - Basic needs funded by federal grant	2018 Debit EUR K	2019 Debit EUR K	2020 Debit EUR K	2021 Debit EUR K
<b>1.1 Human resources expenditure</b>	241,375	250,921	250,921	250,921
Wages and social security expenses	109,067	114,782	114,782	114,782
Expenditure on pensions	46,125	47,151	47,151	47,151
Expenditure on fees and social security expenses for freelance employees	86,184	88,988	88,988	88,988
<b>1.2 Functional administration costs</b>	81,688	85,494	85,494	85,494
Operating expenditure	40,105	40,105	40,105	40,105
Program expenses (licenses etc.)	23,993	27,799	27,799	27,799
Broadcasting expenditure	10,409	10,409	10,409	10,409
Expenses for renting - BIMA	7,180	7,180	7,180	7,180
<b>1.3 Expenditure on investments</b>	14,500	20,000	20,000	20,000
Total expenses for basic needs	337,563	356,415	356,415	356,415
Own funds for grant recipient including amounts carried forward	(5,915)	(5,915)	(5,915)	(5,915)
<b>Total basic needs (Expenditure minus own income)</b>	<b>331,648</b>	<b>350,500*</b>	<b>350,500*</b>	<b>350,500*</b>
B - Funding from federal grant	2018 Debit EUR K	2019 Debit EUR K	2020 Debit EUR K	2021 Debit EUR K
Ongoing federal grant from BKM	(326,648)	(350,500)	-(350,500)	(350,500)
Budget reserve from previous year	(5,000)			
<b>Total funding</b>	<b>(331,648)</b>	<b>(350,500)*</b>	<b>-(350,500)*</b>	<b>(350,500)*</b>

\* It is still DW's goal to support the declared political will of the German government and the Bundestag to provide greater funding for DW and fulfill tasks within this framework.

arrangement with a view to taking over broadcasts and materials should be continued—it is important for DW and is linked to considerable positive effects in terms of costs.

Increases in efficiency alone, however, will not be enough to fund the process of digital change and the tasks that have increased as a result of global crises. Extensive streamlining measures have already been adopted during the last few years. DW is planning to expand its programs in the interests of Germany to take over other important tasks in media report-

ing about German, European and global developments—particularly in an age of huge migration, media propaganda and threats posed by terrorism around the globe. As a result, DW can make a contribution to ensuring more freedom of expression and democracy. Additional funds are necessary for the next task planning period (2018–2021) to achieve this.

A permanent and significant increase in federal funds comparable with a level enjoyed by other, major European overseas broadcasters, *France Médias Monde/TV5 Monde* (EUR 389 mil-

lion)<sup>11</sup> und *BBC World* (EUR 523 million), is therefore the most urgent goal for DW. Deutsche Welle is the Germany's voice in the world. It will also be one of the most important voices in Europe after Britain's departure from the EU in communicating values and positions from the point of view of EU member states.

Fulfilling the mandate of DW can only be safeguarded permanently by increasing funds in the long term, given the current geopolitical and market conditions. Depending on the structural increase, the program projects described in this task planning document (chapter 3), essential investments and innovations can be introduced and the necessary human resources and technical infrastructure at DW expanded.

The budgetary committee at the Bundestag already stated during its settlement meeting on the 2017 budget that the future amount of funding needs to be reassessed in the light of the increasing significance of DW in conjunction with the new international challenges. Further finances for DW have also been written into the governing parties' coalition agreement.

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<sup>11</sup> These budget details related to the year 2018. Please refer to chapter 1 (General Conditions for German Overseas Broadcasting) in the 2017 DW Evaluation Report to illustrate the budget for Western, international news providers. The budgets shown there are estimates, as freely accessible information on the funding of the providers does not enable any complete budget transparency. Differences also occur in the converted details on the funds for the British overseas broadcaster because of currency fluctuations.





